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**FACTORS INFLUENCING WORK ENGAGEMENT AMONG  
ADMINISTRATIVE STAFFS AT A PUBLIC HOSPITAL**



**By**

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**Thesis Submitted to  
School of Business Management,  
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Master of Human Resource Management**



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## Abstract

This study is carried out to examine factors influencing work engagement among administrative staffs at a public hospital in Kedah. Three individual-related factors of self-efficacy, proactive behavior and perceived organizational support were tested against work engagement. In order to discover factors that have significant impact on work engagement, this study examine the relationship among self-efficacy, proactive behavior and perceived organizational support with work engagement. A total of 125 questionnaires were distributed but only 101 questionnaires were usable for further analysis. The instruments were adapted from previous studies which were valid and reliable, with a six-point Likert scale. Quantitative research method was used and primary data was collected from administrative staffs in various department from a public hospital. The data was analyzed using Statistical Package for Social Science (SPSS) software version 22.0. Descriptive analysis was applied to interpret the relationship of self-efficacy, proactive behavior and perceived organizational support with work engagement. Cronbach's alpha was used to measure data reliability, while Skewness and Kurtosis tests were used to check data normality. Relationship between dependent variable and independent variable were analyzed using correlation coefficient, while the multiple regression analysis technique is used for predicting factors of work engagement. The findings indicated that self-efficient and proactive behavior had significant influence on the administrative staffs' work engagement, but perceived organizational support did not. These findings will help the hospital management take necessary measures to enhance administrative staffs' work engagement to build a more reliable and effective public sector in Malaysia.

**Keywords:** work engagement, self-efficacy, proactive behavior, perceived organizational support, administrative staffs.



## Abstrak

Kajian ini dijalankan untuk melihat faktor yang mempengaruhi keterlibatan kerja dalam kalangan pembantu tadbir di sebuah hospital awam di Kedah. Tiga faktor berkaitan individu yang terdiri daripada efikasi sendiri, tingkah laku proaktif dan persepsi sokongan organisasi digunakan untuk menguji keterlibatan kerja. Untuk mengetahui faktor-faktor yang mempunyai kesan yang signifikan dalam keterlibatan kerja, kajian ini melihat hubungan antara efikasi sendiri, tingkah laku proaktif dan persepsi sokongan organisasi dengan keterlibatan kerja. Sebanyak 125 soal selidik diedarkan tetapi hanya 101 soal selidik yang boleh digunakan untuk analisis selanjutnya. Instrumen ini diadaptasi dari kajian lepas yang sah dan boleh dipercayai menggunakan skala Likert enam mata. Kaedah penyelidikan kuantitatif digunakan dan data primer dikumpulkan dari pembantu tadbir di pelbagai jabatan dari sebuah hospital awam. Data dianalisis menggunakan *Statistical Package for Social Science* (SPSS) versi 22.0. Analisis deskriptif digunakan untuk mentafsirkan hubungan efikasi sendiri, tingkah laku proaktif dan persepsi sokongan organisasi dengan keterlibatan kerja. Alpha Cronbach digunakan untuk mengukur kebolehpercayaan data, manakala ujian Skewness dan Kurtosis digunakan untuk memeriksa normaliti data. Hubungan antara pembolehubah dianalisis menggunakan pekali korelasi, manakala teknik analisis regresi berganda digunakan untuk menjangkakan faktor keterlibatan kerja. Hasil kajian menunjukkan efikasi sendiri dan tingkah laku proaktif mempengaruhi keterlibatan kerja pembantu tadbir, tetapi persepsi sokongan organisasi tidak mempengaruhi. Hasil kajian ini akan membantu pihak pengurusan hospital mengambil langkah-langkah yang diperlukan untuk meningkatkan keterlibatan kerja pembantu tadbir agar dapat mewujudkan tenaga kerja yang boleh dipercayai dan efektif di Malaysia.

**Kata kunci:** keterlibatan kerja, efikasi sendiri, tingkah laku proaktif, persepsi sokongan organisasi, pembantu tadbir.

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## List of Abbreviations

$\alpha$	Alpha
$\beta$	Beta
Cuepacs	The Congress of Unions of Employees in the Public and Civil Services Malaysia
F	Anova
H1, H2, H3	Hypotheses 1, Hypotheses 2, Hypotheses 3
KGT	Annual salary increment incentives
MAMPU	Malaysian Administrative Modernization and Management Planning Unit
N	Population
n	Sample
OS	Occupational Self-efficacy
OSS	Occupational Self-efficacy Scale
OSS-SF	Short Form of Occupational Self-Efficacy Scale
OST	Organizational Support Theory
PCB	Malaysian Public Complaints Bureau
POS	Perceived organizational support
Q	Quality
R	Reverse coding
r	Correlation coefficient
$r^2$	Regression`
Sig.	Significance
SPSS	Statistical Package For The Social Science
SSR	Star Rating System
Std. Deviation	Standard Deviation
Std. Error	Standard Error
t	t-test
UWES	Utrecht Work Engagement Scale
UWES-17	Utrecht Work Engagement Scale 17 Items

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

The Public Service Commission of Malaysia comprises of the Federal and State General Public Service, the Joint Public Services, the Judiciary and Legal Service, the Educational Services, the Armed Forces and the Police Force (Official Portal Pahang State Government, 2010). Although each department play different roles in their areas, but the purpose is to implement government policies and decisions to achieve its objectives. According to Official Portal Pahang State Government (2010), the Malaysian public service is an administrative tool in the implementation of government policies and decisions to achieve the country's goals and objectives.

Administrative staffs as public servants, are not left in the role to be more sensitive and responsive in the context of carrying out the tasks assigned to moving organizational mobile, and customer satisfaction. Melaka State Speaker Datuk Wira Omar Jaafar stated that administrative staffs are the backbone of the country's administration (Chan, & Farnoh, 2019). This statement also supported by Prime Minister of Malaysia, Tun Dr. Mahathir Mohamad (Hammim, 2018). This also consistent with the quote by Tun Abdul Razak in his speech entitled 'Road to nationhood' (Bernama, 2015) which means that civil servants have an obligation to be implemented;

*"Sebagai penjawat awam, saya berharap anda akan berpendirian teguh terhadap kami ahli politik, dan tidak membenarkan diri dikuasai oleh kami. Sebab dalam demokrasi sebenar, penjawat awam mempunyai tanggungjawab untuk dilaksanakan. Masa depan cara hidup demokrasi negara kita bergantung kepada anda."*

Administrative staff is the key asset and staff member who ensures that the functions and tasks of the administration, services, supervision and financial management of government organizations are in accordance with established standards. Administrative staff plays significant role in supporting the vision and mission of the government organization. This is supported by Director-General of Malaysia Public Service, Tan Sri Mohamad Zabidi Zainal believes that civil servants will continue to be at the forefront of realizing the country's vision of making Malaysia a high-income, inclusive and sustainable country (Yusoff et al., 2014). Therefore, it is more important than ever to enhance work engagement among administrative staff of government organization to increase their work efficiency and the quality of service.

President Cuepacs (The Congress of Unions of Employees in the Public and Civil Services Malaysia), Datuk Azih Muda stressed that civil servants are human being, not robots and they will face stress if burdened with too much duties but their salary have not been revised since 2016 (Muhamad, 2019). He asserted the productivity and effectiveness of civil servants should be measured based on workloads and responsibilities given to provide better service for customers. Cuepacs also appealed to the government to review the minimum wage and annual salary increment incentives (KGT) for civil servants (Mohamad Yusof, 2018). In a fierce competitive atmosphere, the increase cost of living beyond the annual salary increase for administrative staff may influence their engagement at work indirectly and the burden cause some of them to not fully engaged at work.

In fact, staff are more eager for leaders to recognize their hard work, understand the work they do, interact directly with them and solve those tricky problems arise from internal and external customer regarding their service. According to McClelland's Theory of Need for Achievement (Mulder, 2015),



frequent feedback on employees' progress and achievements will be a motivating driver for them to achieve certain goals. It consciously raised employee willingness to engage in work when they have a strong need to achieve after the calculated risks of achieving its. The most basic requirement that motivates people is physical survival, which will be the first to motivate; the next is motivation to inspire people (McLead, 2018).

Administrative staff's tasks are not merely counter services, but they carry out clerical task such as file maintenance, documentation, calculations, monthly report preparation, statistics and other preparations (Portal Rasmi Suruhanjaya Perkhidmatan Pelajaran, n. d.). Their failure to engage at work not only brings losses in terms of management and operations, but also financially. According to the engagement survey released by Gallup in 2018, average engagement at work in the world were reported only at 15%. Therefore, it is a must to get engagement from the administrative staffs, as if the engagement at work is low, this would make the quality service they provide to public end up being lower too

The purpose of this study is to provide further understanding of the relationships among individual-related factors of self-efficacy, proactive behavior, perceived organizational support on work engagement. Thus, this study examines factors influencing work engagement among administrative staffs who are under the appointment of the Federal General Public Service.

## **1.2 Problem Statement**

Work engagement was studied through various attitudes and behaviors at workplace; such as ethical leadership (Ahmad & Gao, 2018), career growth (Bai & Liu, 2018), transformational leadership (Ghadi et al., 2013), perceived investment in

employees' development (Jha et al., 2018), organizational role stress (Mohamed Seada, 2017), individual and organizational factors (Naruse et al., 2013), and the dual perceptions of job characteristics (Noesgaard & Hansen, 2017). Despite the findings which indicate that much research has been done on work engagement from various industries and perspective, not much has been done on public sector especially on the administrative staffs in public hospitals in Malaysia.

The public sector is the connection between the public and the government, it is no exaggeration to call them ambassadors for the government too. Deputy Minister of the Prime Minister's Department, Md Rafik (2019), also stated that the government has always supported the role of civil servants in implementing government policies. Bakker & Leiter (2010) argued that service organization need staffs who are engaged to their work, the staffs need to be more proactive, initiatives and responsible for providing high quality services. Thus, it is important to be highly engaged as the public sector represent the government in managing public trust and providing the necessary services.

Aziz et al. (2015) stated in their research that the public sector around the world is currently under pressure to provide rationality and improve the performance of its services. Aziz et al. (2015) also claim that the main objective of government is to protect the public interest through establishing an effective and efficient governance system to ensure that public rights are protected and reflect the responsibility of public sector servants in performing their daily tasks.

The services of administrative staffs are often questionable especially those dealing with the public. Therefore, this study attempts to investigate factors influencing work engagement of administrative staffs in a public hospital. Administrative staffs were chosen because many issues of concern have existed in

the public sector such as the service quality from the staffs. Moreover, only a few articles have been published on individual-related factors of self-efficacy (Simbula et al., 2011; Bakker, 2011; Chen, 2016; Priyatama et al., 2018), proactive behavior (Seibert et al., 1999; Cooper-Thomas et al., 2014; Akgunduz et al., 2018), and perceived organizational support (Caesens & Stinglhamber, 2014; Wang et al., 2017; Peng & Saidin, 2018; Akgunduz et al., 2018) against work engagement, and their importance are not been widely acknowledged.

Malaysia needs trained, skilled and productive workers in all fields. This need is growing in line with the transition to a knowledge-based economy. Staffs are expected to be proactive and efficacy for their own professionalism while being engaged to complete daily task too. Therefore, the government strives to improve the quality of public services through various policies and initiatives, such as delivery of efficient and holistic leadership, establishing digital government, people-oriented service, innovative and open-minded services as well as create a professional civil and corruption-free service (Md Rafik, 2019).

It is also supported by Li et al. 's (2012) who stated that front-line staffs need to be proactive and sensitive in customer requirements, because engaged and well-behaved staffs are the key factors in maintaining superior service. Chen (2016) found that employees with high levels of self-efficacy and capability are more confident, and tend to be more engaged at work. It is also to produce trained and competitive workforce, both domestically and internationally. Therefore, it is important that administrative staffs are seen with self-efficacy and proactive behavior. According to Korsakiene (2017), the rapid development of technology, the need to constantly learn and adapt to process causing the less engagement with work from older employees.

According to Lavigna (2015), public and private sector around the world are also aware of the importance of work engagement and begin to focus on how to increase the work engagement. The Malaysian government recognizes the importance of the public sector as a public administration and management agency. Former Education Minister, Datuk Seri Mahdzir Khalid said that the element of integrity among public servants includes negligence, weaknesses of governance, financial management, issue violation of discipline such as absence from duty or do not doing its task (FMT Reporters, 2017). Prof. Dr. Ahmad Bashawir Abdul Ghani, Assistant Vice Chancellor of Universiti Utara Malaysia's College of Law, Government and International Studies indicated Cuepacs should focus on raising the productivity and efficiency of public services because a large amount of allocation is provided annually but their productivity has not yet reached a level of prestige compared to other developed countries including Singapore (Bernama, 2018).

In fact, Malaysian Public Complaints Bureau (PCB) which was set up in 1971 needs to be proactive in dealing with public complaints against the public service in order to create excellent public services (Chua, 2007). Malaysian Administrative Modernization and Management Planning Unit (MAMPU) began the System Star Rating (SSR) assessment which recommended by former Prime Minister on February 2, 2005 and implemented in 2007 to recognize agencies that perform well and demonstrate high quality governance and continuous improvement (MAMPU, 2019). In addition, the government has introduced several policies and strategies to improve the quality and the efficiency service of public sector (Malaysia Prime Minister's Department, 1991).

Apart from that, the government has also introduced seven additional programs to further strengthen the quality improvement efforts such as Q Recommendation System, Q Process System, Q Inspection System, Slogan Q, Day Q, Q Feedback System and Q Information Systems (Malaysia Prime Minister's Department, 1991). Several programs have been designed and emphasized such as management and improvement of quality and productivity, system and procedure improvements, improvement of counter service and others. Fair and equitable training opportunities have also been introduced to bring new hope to the staffs who are less competent in certain field. Staffs will be more confident through developing their skills and knowledge in the service, and this may enhance their work engagement indirectly.

On the other hand, former Malaysian Prime Minister Dato Seri' Najib Tun Razak has established the Performance Management and Delivery Unit (Pemandu) in 2009 and appointed Idris Jala as the Cabinet Minister to manage this newly formed agency (Iyer, 2011). The primary task of this agency is to monitor and improve the ministries' performance. In addition, Idris also promoted policy planning by publishing a roadmap for change which civil servants developed during the eight six-week "lab" meeting held from October to November 2009 (Iyer, 2011).

However, the public sector had always received complaints and criticisms of inefficiency, poor responsibilities and poor performance. Despite many initiatives to improve the delivery of public sector services, it still fails to raise public confidence in the level of government operations. Dissatisfaction to the public service was presented in the 2017 Complaint Management Report by Malaysian Public Complaints Bureau. There were 7,629 feedback received by the Malaysian Public Complaints Bureau from the public. 70.6% (5,386) of the feedback received were complaints, whereby 60% (3,232) of complaints were from Ministries and Federal

Government Agencies, and 40% (2,154) were from State Government Agencies (Harjeet Singh et al, n.d.).

Therefore, more attention and efforts should be given to staff in improving the quality of public sector services. This can be achieved through a variety of activities and thinking programs, such as motivation, training and development to increase their work engagement. In fact, public agencies still have rooms for improvement as the poor quality of public services are due to the attitude of self-efficacy and proactive behavior staffs themselves. The self-efficacy and proactive behavior standards are indispensable for improving work engagement of staffs.

### **1.3 Research Questions**

As a necessary condition for the path of research, research questions are used for experiments, observations, and investigations to achieve research goals. The research was designed to determine the relationship between individual-related factors of self-efficacy, proactive behavior and perceived organizational support with work engagement among administrative staffs at public hospital.

Study will try to cover research questions based on previous research questions.

- i. Is there positive relationship between self-efficacy and work engagement among administrative staffs?
- ii. Is there positive relationship between proactive behavior and work engagement among administrative staffs?
- iii. Is there positive relationship between perceived organizational support and work engagement among administrative staffs?

#### **1.4 Research Objectives**

The purpose of this study is to understand whether there is correlation between individual-related factors of self-efficacy, proactive behavior and perceived organizational support with work engagement among administrative staffs at public hospital. Actually, it seeks to explain how individual-related factors influence the patterns of administrative staffs, which allows them to cope with work and increase work engagement. This research is committed to fulfill the following objectives base on this basis:

- i. To determine the influence of self-efficacy on work engagement among administrative staffs.
- ii. To identify the connection between proactive behavior with work engagement among administrative staffs.
- iii. To investigate the influence of perceived organizational support on work engagement among administrative staffs.

#### **1.5 Significance of Study**

This study determines whether there are positive relationship between self-efficacy, proactive behavior and perceived organizational support with work engagement among administrative staffs at a public hospital. This study helps to determine factors which are important to improve work engagement among administrative staffs. Furthermore, this study can measure significantly factors of self-efficacy, proactive behavior and perceived organizational support with work engagement through Utrecht Work Engagement Scale (UWES).

It is hoped that the results of the study will benefit and can be use as reference to other researchers about work engagement based on the stated factors. The results



of this study can be the basis for future research to determine work engagement especially among administrative staffs at public sector. The study also strengthened the Utrecht Work Engagement Scale (UWES) because it can be used as evidence for future research to support the employee's work engagement.

### **1.6 Scope of Study**

This study focuses on work engagement among administrative staffs at a public hospital in Alor Setar, Kedah as not much has been done from variable work engagement on administrative staffs in public hospital. In addition, it is to know the relationship and connection between self-efficacy, proactive behavior and perceived organizational support with work engagement. However, there are some limitations in the study which include the location of the study,

- i. In terms of location of the study, only one public hospital from Kedah is choose to review the work engagement among administrative staffs.
- ii. This study only distributed 125 questionnaires to administrative staffs through non-probability sampling of convenience sampling methods.
- iii. Quantitative methods is used for this study. Thus, this study was unable to collect data in the form of interviews from administrative staffs.

Therefore, the findings of this study may not be appropriate to indicate work engagement among all administrative staffs in other settings. This means that the outcome of this study may not be able to represent the overall work engagement among all administrative staffs from public hospitals in Malaysia.

## **1.7 Definition of Key Terms**

The key terms of this study are defined as follows:

i. Work engagement:

According to Schaufeli & Bakker (2004), work engagement refers to positive, fulfilling, work related mindset on three dimensions namely vigor, dedication and absorption.

ii. Self-efficacy:

Self-efficacy is the degree or power of a person in believing his or her ability to achieve mission and goals (Gayaththi & Karthikeyan, 2016).

iii. Proactive behavior:

Proactive behavior refer to the initiative to improve status quo or action to create a new situation. People with proactive behavior would challenge the status quo rather than adapt to the status quo passively (Seibert et al., 1999).

iv. Perceived organizational support:

Perceived organizational support refers to employees' believe of the organizations emphasize their well-being and contributions (Eisenberger et al., 2016).

## **1.8 Organization of Chapters in Thesis**

The paper consists of the following five main chapters.

Chapter One: Introduction

This part consists chapters of background of study, problem statement, research questions, research objectives, significance of study, scope of study and organization of chapters in thesis.

## Chapter Two: Literature Review

This chapter discusses literature relating to the definition of concept, theory, previous studies and research framework of dependent variable and independent variable. The literature includes work engagement, self-efficacy, proactive behavior, perceived organizational support and its relationship.

## Chapter Three: Methodology

This chapter contains content that explains the relevant aspects methodology used such as research design, research sampling, operation and measurements, survey materials, pilot test, data collection procedure and technique of data analysis for reviewing work engagement among administrative staffs.

## Chapter Four: Findings

This chapter discuss the analysis of data and research results using the Statistical Package for Social Science (SPSS) software version 22.0. It begins with descriptive, correlation and regression analysis.

## Chapter Five: Discussion and Conclusion

This section includes the findings, which further discuss whether significant findings can achieve research goals. In addition, it highlights the limitations of research and recommendations for future research. Finally, the conclusions of the entire study are described in detail.

## **1.9 Chapter Summary**

This chapter defines the structure and summarize the study background, including the factors influencing work engagement among administrative staffs. Apart from that, the problem statement is presented, simultaneously proposed dependent and independent variables in order to find out the influencing among both variables. The next chapter will discuss the literature review of the study, which will cover the relevant past studies for better understanding.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This paper will investigate how individual-related factors of self-efficacy, proactive behavior and perceived organizational support effect work engagement of administrative staffs in a public hospital. This chapter discusses and summarizes past literature based on the research topic of work engagement of administrative staffs. Theoretical framework will act as the basic to support this research and it will begin with describing each concept and followed by the findings of previous studies. Reviews of relationship between variables are conduct and hypotheses are developed.

#### **2.2 Work Engagement**

Concept of “work engagement” first appeared with ascending of Positive Psychology and Positive Organizational Behavior in 1965 (Bai & Liu, 2018). Schaufeli et. al. (2002) stated in their study that work engagement is a fulfilling, positive, work-related mental state characterized by vigor, dedication and absorption; and new instrument was developed accordance to this definition. Vigor and dedication are core components, whereas absorption to be similar to flow (Schaufeli & Bakker, 2004). Vigor refer to high energy and mental resilience to work, willingness to work, and insisted of facing difficulties; dedication refer to strongly participate in one's work, inspiration, enthusiasm, pride and sense of challenge; absorption refer to happily concentrate on one's work, until the time flies and hard to get out of work.

However, Kuok & Taormina (2017) reported the concept based on Kahn's study (1990), where work engagement was an independent structure and single

dimension of one continuum which range from very low to very high. In other words, employees could involve and express through three different ways, namely physically, cognitively and emotionally. According to Pollak et al. (2017), the most popular work engagement concept was developed from Kahn's (1990) formative concept in Europe, then after the appearance of the Csikszentmihalyi flow theme (1990).

Wellins et al. (2011) revealed that work engagement refers to the personal enjoyment and belief in what they do and feel. According to Simbula & Guglielmi (2013), staffs who were highly involved in tasks and highly engaged in work were physically involved, cognitive and emotional attachments when performing tasks. Meanwhile, Karatepe & Karadas (2015) also pointed out that employees with high psychological capital tend to have confidence in their ability to perform task, believing they will get useful work outcomes and adapt to challenging work environment. According to Sharma et al. (2017), different age groups, educational groups and experience groups have different work engagement.

Cesário & Chambel (2017) argued the work engagement is an important structure of the organization to improve performance and get competitive advantage. Therefore, work engagement has obtain considerable attention in the field of organizational and management literature (Roof, 2015). According to Rich et al. (2010), work engagement has been a hot topic in recent research, as it can improve organizational and personal performance of employee (Chen, 2016). Eldor (2016) suggested that staffs' work engagement could provide a competitive advantage to organization. In addition, he believed that work engagement also generate value beyond the boundaries of the workplace and potentially enrich the life of staffs.

Ahmad & Gao (2018) suggested that work engagement of employees can be increase by providing psychological empowerment. It can be given through in terms of employee's work, provide autonomy and emphasize the impact of their mission on achieving goals. Jha et al. (2018) indicated that developmental effort is necessary to engaged in workforce. It is not only to increase trust between employees and employers, it also increased employees' work engagement as they believe that other expectations will be fulfilled. Jha et al. (2018) also believed that temporary worker's work engagement are higher compare to permanent employee due to lack of legislation to secure them. Ghadi et al. (2013) stated that work engagement is an important structure to promote organizational success.

According to Wang et al. (2017), the result of different interactions among personal resources, job resources and job demands will lead to different work engagement. Shin et al. (2018) stated that job crafting is antecedent for work engagement. According to Wang et al. (2017) on their study among Chinese female nurses at China Medical University, different interactions among personal resources, job resources and job demands will result in different level of work engagement. Their study found that over-commitment not only improved the level of work engagement, but bring some positive impacts on variety of organizational behavior. Lavigna (2015) argued that public organizations have inherent characteristics, might be a barrier to work engagement. Gunasekara & Zheng (2018) found that excellent employee with skill and who accept current reality will make more contribution to work engagement.

Roof (2015) also believed that engaged employees will be more committed to the success of the organization. Korsakiene et al. (2017) stated that the consequent of poor work engagement is early retirement, which also depends on factors related to



employees, work and organization. Noesgaard & Hansen (2017) stated that to understand the work engagement, we have to know individual's perception on job characteristics first. As it is the better way to understood from Public Service Motivation (PSM) and encourages improvements on engagement in public process.

As discussed by Schaufeli et al. (2002) and Schaufeli & Bakker (2004) in their research, administrative staffs' work investment will be higher when they being vigor, dedication and absorption. Sonnentag (2003) also presented that work characteristics, non-work factors also impact work engagement.

## **2.3 Independent Variable**

### **2.3.1 Self-efficacy**

Self-efficacy is the degree or power of a person in believing his or her ability to achieve mission and goals (Gayaththi & Karthikeyan, 2016; Schyns & Sczesny, 2010). Self-efficacy refers to the confidence of an administrative staff in judging his or her capabilities and ability to perform actions to achieve certain performance and tasks. Self-efficacy, also known as occupational self-efficacy (OS), is an individual's perception of how effectively they perform their work (Rigotti et al., 2008). Mensah & Lebbaeus (2013) stated that self-efficacy refers to an individual believes that they are able to perform the task. It reflects the belief that a person can perform actions related to their own work.

Mustafa et al. (2019). argued that self-efficacy differs from other concept-related structures in several ways, such as effectiveness, psychological empowerment, and self-esteem. Amtmann et al. (2012) pointed out that self-efficacy beliefs affect individual choices. They also noted that a person's belief to succeed would affects their level of motivation, effort, stress experienced, and perseverance in difficult and

uncertain factors. Bresó et al. (2011) stated that employees who have high level of occupational self-efficacy are characterized by perseverance and determination, and driven by confidence in future success.

Swanepoel et al. (2015) affirm that self-efficacy could be as a management and human resource tool to improve the performance management. According to Elstad & Christophersen (2017), self-efficacy could motivate individuals to continue improving. High self-efficacy individuals would invest much in their effort and treat difficult task as a challenge. For instance, the Harry Potter and the Philosopher's Stone novel by Rowling was rejected by 12 publishers before being accepted by a small London publishing house. This is a kind of unwavering belief that Rowling has, and she believe the elements to succeed. People with self-efficacy would get out from failure and ultimately succeed.

This means that the higher self-efficacy administrative staffs had, the more confident their ability to succeed in a mission. However, some staffs may resist to certain duty as they are less confident to perform it successfully. Therefore, this study seeks to find out whether self-efficacy relates to administrative staffs' work engagement.

### **2.3.2 Proactive behavior**

Crant (2000) define proactive behavior as the initiative to improve the status quo or to create a new situation; it involves challenging the status quo rather than passively adapt to the status quo. Staffs must have the ability to work proactively with their initiatives without close supervision as organizations always need the flexibility and responsiveness of staff. Parker & Bindl (2016) identified three aspects of positive concepts namely proactive personality as a determinant of active behavior, proactive

initiative - personal initiative and proactive behavior - initiative as a behavior rather than a trait. Joo & Bennett III (2018) stated that proactive behavior is change-oriented, expectations, self-initiated behavior and it involves taking action before the situation occurs in the future, rather than just react or adapt.

Wang et al. (2017) indicated that proactive personality being the factor in individual differences, and capture behaviors tend to exhibit positive behaviors to develop positive change. Ozkurt & Alpay, (2018) addressed that proactive individuals attempt to create new environmental conditions by determining conditions that are not suitable for their environment, as they are future-oriented. They also strive to develop conditions based on their own goals to achieve successful results. Empirical studies support the positive correlation between proactive behavior with work engagement.

### **2.3.3 Perceived Organizational Support**

Cesário & Chambel (2017) addressed that since the introduction of organizational support theory (OST) by Eisenberger et al. (1986), perceived organizational support (POS) has received increasing attention from academic community as it provides the ideas and directions to improve work engagement among staffs. In other words, it became an indicator for the level of organization appreciated staffs. Ahmed & Nawaz (2015) also found that many scholars are concerned with POS measurements, antecedents and consequences.

Eisenberger et al. (1986) addressed that perceived organizational support refers to employees' perceptions of the organization's emphasis on their well-being. Perceived organizational support refers to employees' beliefs to the organizations in

emphasize their well-being and contributions (Eisenberger et al., 1997; Eisenberger et al., 2016).

Priyatama et al. (2018) reported that the concept of perceived organizational support was launched and built on social exchange theory which seen employment as effort and loyalty transactions, provide tangible benefits, such as compensation, salaries and social rewards. It is not only play the role in meeting the socio-emotional needs of staffs, but also ensure the provision of assistance to them when needed. Kurtessis et.al. (2017) also addressed that employees have a common view how organizations value their contribution and the extent to which they care about their well-being according to organizational support theory.

In other words, perceived organizational support mainly depends on the experience accumulated by employees in the organization, such as, obtaining supervisor support, fair experience and favorable working conditions. Murthy (2017) found that perceived organizational support has important work-related consequences and general response of employees to their job satisfaction, organizational commitment, work engagement and turnover intentions.

## **2.4 Development of Hypotheses**

This study looks into understanding the influence of individual-related factors variables of self-efficacy, proactive behavior and perceived organizational support with work engagement.

#### **2.4.1 Relationship between Self-efficacy and Work Engagement**

According to Salanova et al. (2010), limited attention are given on the relationship among self-efficacy and work engagement (Simbula et al., 2011). However, Simbula et al. (2011) found positive influence among self-efficacy and work engagement. Similar result are also found by Bakker (2011); Orgambidez et al. (2019) in their study.

Chen (2016) argues that work engagement strictly rooted in the work itself, does not consider the impact which does not relate to work. However, Chen observe that staffs with high self-efficacy and ability are highly engaged and tend to work harder because they are confident in their abilities. The results of this study were supported by research from Priyatama et al. (2018) on work engagement, as self-efficacy has a direct positive influenced. In fact, self-efficacy is a self-motivation mechanism; Bakker et al. (2011) found that in addition to the impact from job resources, self-efficacy makes a unique contribution to the change in work engagement over time. Therefore, those staffs have psychological capital that can help them successfully control and influence their work environment.

This means that administrative staffs with high level of self-efficacy would be engaged, because they are satisfied with the mission. Therefore, some strategies and action should be taken to develop their self-efficacy. Base on prior studies, this study propose the following hypothesis:

*H1: There is an association between self-efficacy with work engagement among administrative staffs.*

#### **2.4.2 Relationship between Proactive behavior and Work Engagement**

Proactive behavior is considered an important incentive resource that enables staffs be more engaged in their work. There are limited studies done on relationship between proactive behavior with work engagement. Cooper-Thomas et al. (2014) found that proactive behavior is positively related to work engagement. Staffs with proactive behavior are more likely to engage in their work because they are willing to create resources through active behavior. For instance, the best reader is professionalism training for government agencies, always optimistic, perform the mission without any complaints.

In this study, proactive behavior is measured in terms of proactive personality which refers to the study by Seibert et al. (1999). Study conducted by Caniels et al. (2017) reveal that proactive personality have a significant positive influence on work engagement. Akgunduz et al. (2018) indicated that proactive personality has positive influence on work engagement. Base on the prior studies, this study propose the following hypothesis:

*H2: There is an association between proactive behavior with work engagement among administrative staffs.*

#### **2.4.3 Relationship between Perceived Organizational Support (POS) and Work Engagement**

Study by Wang et al. (2017) on Chinese female nurses at China Medical University found that perceived organizational support was positively associated with work engagement (vigor, dedication and absorption). Study conduct by Peng & Saidin

(2018) on administrative staffs in China indicates the positive relationship among perceived organizational support and work engagement. This instrument also used by Caesens & Stinglhamber (2014) indicated there are relationship between perceived organizational support and work engagement. Other studies conducted by Sulea et al. (2012) found that perceived organizational support had a positive influence on work engagement.

Kose (2015) found that they are significant relationship between perceived organizational support with work engagement. Akgunduz et al. (2018) conducted a survey on hotel employees and found there were positive influence among perceived organizational support and work engagement. Kinnunen et al. (2008) found that there are significant positive correlations among perceived organizational support and work engagement. The correlation coefficient among perceived organizational support and work engagement was positive and found to be significant ( $p < 0.001$ ). This indicates a significant positive correlation between perceived organizational support and work engagement. Base on the prior studies, this paper propose the following hypothesis:

*H3: There is a connection between perceived organizational support with work engagement among administrative staffs.*

## **2.5 Related Theory on the Variables**

Work Engagement model is used to investigate the relationship among self-efficacy, proactive behavior, perceived organizational and work engagement. To date, most studies have examined the possible reasons for the differences between individual with work engagements using validated Utrecht Work Engagement Scale such as



working conditions and personal resources. According to Schaufeli (2007), UWES has been translated into multiple languages and used by different professional groups such as teachers, police, blue-collar workers, hospital staff (Seppala et.al., 2009).

There are three dimension in work engagement namely vigor, dedication and absorption. Vigor will measures the level of energy and mental resilience to work, willingness to work, and insisted of facing difficulties; dedication will measures how strong a staff participate in work, and their sense of challenge; absorption measures the level of happily a staff concentrate on work. The higher individuals response to this model, the higher their engagement at work. This study supports by theoretically correlated structures of UWES-17 with correlations of 0.84 for self-efficacy and 0.80 for proactive behavior.

Structured quantitative survey was conducted on administrative staffs from various department at a public hospital showed that who scored high on the Utrecht Work Engagement Scale (Schaufeli, & Bakker, 2004) would be engaged employees that have high energy and self-efficacy. These type of staffs will create their own positive feedback and towards the success. The findings of this model would be an initiative to improve the ability of the staffs to enhance their self-efficacy and proactive behavior, then accomplished the contribution of staffs in improving the efficiency to organization indirectly.

## **2.6 Research Framework**

This study is conducted at the individual level as the work engagement concerned with individuals. The dependent variable is work engagement while individual-related factors which consists of self-efficacy, proactive behavior and perceived organizational support as independent variables. The purpose of the framework is to

examine the relationship between individual related factors of self-efficacy, proactive behavior, perceived organizational support with work engagement. The framework of the study as shown in Figure 2.1.

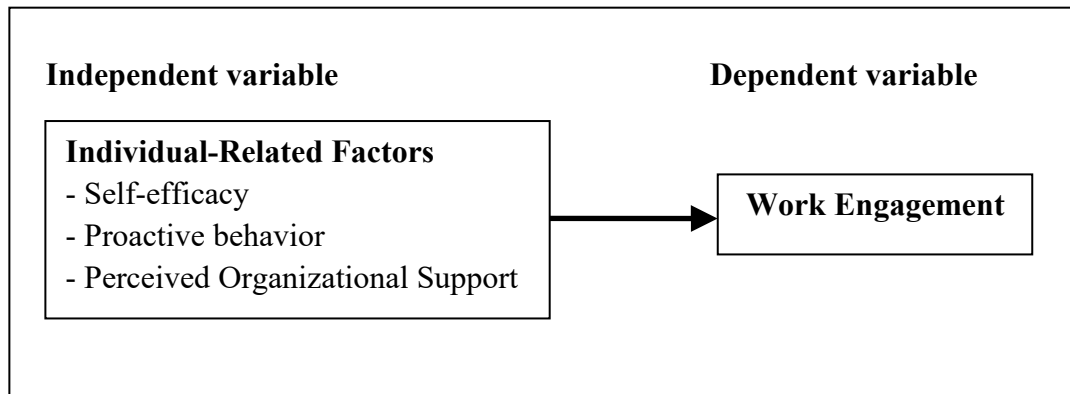


Figure 2.1. Research Framework

## 2.7 Conclusions

This chapter discuss the literature review focusing on individual-related factors of self-efficacy, proactive behavior, perceived organizational support and their relationship with work engagement. The chapter would continue the theoretical framework of this study. The following sections describe the procedures and methods used in this study for data collection and analysis.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses aspects related to the design of study, instruments used to obtain the validity and reliability of items, population and sample selection study, data collection procedures, and the data analysis technique in this study. Further, this chapter will display a brief details of measurement on dependent and independent variables. Neuman (2014) stated that methodology refer to the overall research process including social-organizational context, philosophical assumptions, ethical principles and new political knowledge of research organization. Therefore, a method should be appropriate and systematic when conducting a study to ensure quality and reliability of study results.

#### **3.2 Research Design**

A good research design is a framework that ensures data obtained will answer the research questions effectively. According to Akhtar (2016), when the conclusions are accurate or true and the research design is a conceptual blueprint for conducting research, the research is valid. This study is focus on identify the relationship between independent variables of individual-related factors which consist self-efficacy, proactive behavior, perceived organizational support and dependent variable, work engagement among administrative staffs at a public hospital in Alor Setar, Kedah.

Quantitative approaches are determined based on the objectives to be achieved through the survey material being constructed in the study. According to Creswell

(2014), researchers often use quantitative approaches in testing research theories and results as explanations or answers to questions or items being investigated. Quantitative approaches help researcher in measuring validity and reliability and reducing the bias to the findings study (Ang, 2016; Neuman, 2014). This approach help to test and collect data formally through questionnaire to explore the factors which influence individual-related factors on work engagement among administrative staffs at a public hospital.

This is a cross-sectional survey which represent sample of public hospital's administrative staffs collected over a period of time. Convenience sampling is used whereby questionnaires are distributed to administrative staffs available in the public hospital during the distribution. Quantitative study design is using to collect data as it is more suitable for this study as it is fast, easy and respondents are readily available; whereas procedure is standard and replication is frequent (Neuman, 2014).

According to Sekaran & Bougie (2016), quantitative research design allow generalization of the result of large population. Through using standard sets of questionnaire that can be administered to entire population, this not only help to gather information about the variable studied, also get quick feedback without much financial cost. In addition, the questionnaire used in this study further strengthens the validity and reliability of the findings collected from administrative staff as sample of the study.

According to Sekaran & Bougie (2010), the data would be collected only once, and data which failed to be collect previously will not be retrieved for analysis in study. Descriptive, correlation and regression analysis were performed to describe and explore the feedback. Generally, design of study used explain the way and how

to collect data in exploring research questions that arise. This study also measure the stated objectives.

### **3.3 Population and Sample**

According to Fowler (2014), sampling is a number of samples comprise from a number of selected populations which the research need to be conducted. This statement is supported by Creswell (2014), whereas sample size selection is based on the number of population selected in research study. According to Fowler (2014), Sekaran, and Bougie (2016), the sample is subset of a large populations. Robinson (2014) indicate that population is a collection of subject with the same characteristics identified and examined in study, while sample is the actual data collected.

This survey was conducted at a public hospital in Alor Setar, Kedah on administrative staffs. The selected respondents are from Grade 19, 22, 26 and 28 of various department and unit. The administrative staff population involved include from the administrative, human resource, finance department; clinical support department and clinics. The hospital was chosen because of its role as regional referral centre for eight government hospitals, 12 health clinic and 11 private hospital in Kedah. The number of patient referral cause the hospital to require a lot of staff to perform their duties. Staffs are burdened indirectly by the management duties, especially staff who carry out clerical and counter duties. This would affect their work engagement and work performance indirectly. Therefore, it is important to conduct a survey to identify the causes of not being engaged and to provide motivation courses for the staffs involved. It must be keep in mind that only a healthy mind can produce an excellent work culture from every aspect of the job.

As cited in Arsaythamby & Arumugam 's (2013) study, based on the Krejcie & Morgan tables (1970), to obtain high confidence finding, the number of samples of 113 staff should be selected from the population (N=157) to obtain a significant 95 percent or 0.05. To get the  $p = 0.05$  where the probability error less than 5% or  $p < 0.05$  was calculated based on following formula that used by Krejcie & Morgan (1970) and result as show in Table 3.1.

$$s = \frac{X^2 NP (1 - P)}{d^2 (N - 1) + X^2 P (1 - P)}$$

s = required sample.

$X^2$  = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie and Morgan (1970)

Table 3.1  
*Determining sample size by Krejcie & Morgan*

Population	Sample
100	80
110	86
120	92
130	97
140	103
150	108
<b>160</b>	<b>113</b>
170	118
180	123
190	127
200	132

Source: Adapted from Krejcie & Morgan (1970)

According to Sekaran & Bougie (2016), individuals in the level data to be analyzed and responded to the survey were the unit of analysis. Unit of analysis in this study are administrative staffs working at a public hospital in Kedah.

The non-probability sampling strategy were used in sample selection for the population of this study as it is less expensive, less complicated and easy to apply due to it does not involved random selection (Showkat, & Parveen, 2017). Non-probability sampling used for this study is convenience sampling where respondents were chosen as the convenient of accessibility. Questionnaire are distributed to those who are available and access.

The study covers all the administrative staffs at a public hospital in Alor Setar, Kedah. The data were obtained through a closed-ended questionnaire whereby the respondents of study selected answers or options based on the item being asked. Questionnaire forms were distributed to the 125 administrative staffs in a public hospital out of the 157 total staffs. Only 105 set of questionnaire forms manage to be collected after distribution. This made up a response rate of 84% in the organization.

### **3.4 Measurement**

#### **3.4.1 Work Engagement**

According to Schaufeli & Bakker (2004), work engagement is a unique positive, fulfilling, work related mindset with 3 dimension comprise of vigor, dedication and absorption. Engagement is not specific state, but more persistent and pervasive affective-cognitive state, rather than on any certain individual or behavior, object and event. Each of these dimensions has their own characteristics. Vigor is high level of energy and mental flexibility, effort and persistence in work; whereas dedication is experiencing a sense of inspiration, challenge and being engaged in one's work.

Lastly, absorption refer to fully focused, concentrate, complete engaged in work, not easy to separate from hard work characteristics. The original version of UTRECHT work engagement scale (UWES-24) consists 24 items of vigor-items (9) and the dedication-items (8).

Work engagement was assessed using seventeen items of work engagement scale (UWES-17) adapted from Schaufeli & Bakker (2004) with Cronbach's  $\alpha$  of .93. UWES-17 consists three dimensions of vigor, dedication and absorption. However, the Cronbach's  $\alpha$  for each dimension differs where vigor with 6 items is .82, dedication with 5 items is .89, and absorption with 6 items is .83. All items were measure on a six-point Likert scale from 1 (strongly disagree) to 6 (strongly agree). It is revised from the original score of UWES-17 with scale from 0 (never/never) to 6 (always/every day) on seven-point Likert scale.

Most of the Cronbach's  $\alpha$  values in previous studies are above 0.90. Bai & Liu (2018) reveal a Cronbach's  $\alpha$  of .94 for work engagement scale in their study. Gunasekara & Zheng (2018) utilized the same work engagement scale with obtained Cronbach's  $\alpha$  of .91. Seada (2017) tested the work engagement scale and obtained Cronbach's  $\alpha$  of .94. This instrument was tested by Ghadi et al. (2013); Cheng (2016) with the Cronbach's  $\alpha$  value of .95. Study done by Priyatama et al. (2018) on UWES-17 also indicated Cronbach's  $\alpha$  of .77.

Study conducted by Chaudhary et al. (2013) presented high reliability (Cronbach's alpha) of .84. The similar results also reported by Amtmann et al. (2012) with the Cronbach's  $\alpha$  value of .96, and Sonnentag (2003). The Cronbach's alpha for the study done by Murthy (2017) was found to be equal to 0.89. Kose (2016) found out the reliability of .94 (Cronbach Alpha). The detail items and its operational definition are displayed in Table 3.2.



Table 3.2

*Operational Definition and Items for Work Engagement*

<b>Variable</b>	<b>Operational Definition</b>	<b>Items</b>
<b>Work Engagement</b>	A unique positive, fulfilling, work related mindset with three dimensions vigor, dedication and absorption.	<ol style="list-style-type: none"> <li>1. I feel bursting with energy at my work.</li> <li>2. I find the work that I do full of meaning and purpose.</li> <li>3. Time flies when I am working.</li> <li>4. I feel strong and vigorous at my job.</li> <li>5. I am enthusiastic about my job.</li> <li>6. I forget everything else around me when I am working.</li> <li>7. I feel like going to work when I get up in the morning.</li> <li>8. My job inspires me.</li> <li>9. I feel happy when I am working intensely.</li> <li>10. I can continue working for very long periods at a time.</li> <li>11. I am proud of the work that I do.</li> <li>12. I am immersed in my work.</li> <li>13. I am very resilient, mentally at my job.</li> <li>14. My job is challenging to me.</li> <li>15. I get carried away when I am working.</li> <li>16. I always persevere at my work, even when things do not go well.</li> <li>17. It is difficult to detach myself from my job.</li> </ol>

Source: Schaufeli &amp; Bakker (2004)

**3.4.2 Independent Variables**

Concisely, measurements comprise of individual-related factors regarding self-efficacy, proactive behavior and perceived organizational support. The self-efficacy scale was adapted from the scale used by Rigotti, Schyns, & Mohr (2008), whilst the proactive behavior scale was the shortened version tested by Seibert, Crant, & Kraimer (1999). The perceived organizational support scale was adapted version tested by Eisenberger et al. (1997).

#### 3.4.2.1 Self-Efficacy

According to Gayaththi & Karthikeyan (2016), self-efficacy is the degree or power a person believe his or her ability to achieve mission and goals. Self-efficacy refers to the administrative staffs' confident in judging their own capabilities and ability to execute action for attain certain performance and task. Self-efficacy also known as occupational self-efficacy (OS) and it is an individual's perception of his ability to perform his or her work effectively (Rigotti et al., 2008). The original version of the scale is with  $\alpha$  of .92 comprised with 20 items. This OSS has been used worldwide either for its original or short form (Rigotti et al., 2008). This study use the Short Form OSS-SF of Occupational Self-Efficacy Scale developed by Rigotti et al., (2008) which are six items with  $\alpha$  .85. OSS-SF is a uni-dimensional with six items version reduced from Schyns & von Collani (2002).

This instrument was further tested by Simbula et al., (2011) among Italian school teachers found there are positive influence among self-efficacy and work engagement. Study conducted by Schyns & Sczesny (2010) showed Cronbach's  $\alpha$  of .78. Pati & Kumar (2010) revealed Cronbach Alpha Coefficient of 0.72 in their study. The detail items and its operational definition are displayed in Table 3.3.

Table 3.3

*Operational Definition and Items for Self-Efficacy*

Variable	Operational Definition	Items
<b>Self-Efficacy</b>	The degree or power of a person in believe his or her ability to achieve mission and goals.	<ol style="list-style-type: none"> <li>1. I can remain calm when facing difficulties in my job because I can rely on my abilities.</li> <li>2. When I am confronted with a problem in my job, I can usually find several solutions.</li> <li>3. Whatever comes my way in my job, I can usually handle it.</li> <li>4. My past experiences in my job have prepared me well for my occupational future.</li> <li>5. I meet the goals that I set for myself in my job.</li> <li>6. I feel prepared for most of the demands in my job.</li> </ol>

Source: Rigotti, Schyns, & Mohr (2008)

#### 3.4.2.2 Proactive behavior

Crant (2000) defined proactive behavior as challenge the status quo or create new situations; it involves challenging the status quo rather than passively adapting to the status quo. Bateman & Crant had developed the Proactive Personality Scale (PPS) (1993) which contains 17-item with reliability result of .88. However, the scale use in this study is the shorter version of 10 items developed by Seibert et al. (1999) with Cronbach alpha of 0.86. Biesok & Wyród-Wróbel reported Cronbach's alpha of 0.74 for proactive behaviour in their study. In the study of Akgunduz et al. (2018) showed excellent Cronbach alpha .90 (10 items).

Study by Li (2018) showed Cronbach alpha of 0.82, Guilbert et al. (2018) indicated Cronbach's alpha coefficient of .81. Caniels et al. (2017) showed Cronbach's alpha coefficient of .79. The results indicated that the instrument has good validity and reliability of the results. The detail items and its operational definition are displayed in Table 3.4.

Table 3.4

*Operational Definition and Items for Proactive behavior*

Variable	Operational Definition	Items
<b>Proactive behavior</b>	Proactively improve the status quo or create new situations; it involves challenging the status quo rather than passively adapting to the status quo.	<ol style="list-style-type: none"> <li>1. I am constantly on the lookout for new ways to improve my life.</li> <li>2. Wherever I have been a powerful force for constructive change.</li> <li>3. Nothing is more exciting than seeing my ideas turn into reality.</li> <li>4. No matter what the odds, if I believe in making something, I will make it happen.</li> <li>5. I love being a champion for my ideas, even against other's opposition.</li> <li>6. If I see something I don't like, I fix it.</li> <li>7. I excel at identifying opportunities.</li> <li>8. I am always looking for better ways to do things.</li> <li>9. If I believe in an idea, no obstacle will prevent me from making it happen.</li> <li>10. I can spot a good opportunity long before others can.</li> </ol>

Source: Seibert, Crant, & Kraimer (1999).

**3.4.2.3 Perceived Organizational Support (POS)**

Perceived Organizational Support (POS) refers to employees' perceptions of the organization's emphasis on their contributions well-being (Eisenberger et al., 1986).

This study use the short format which consists of eight item with reliability coefficient  $\alpha$  .93 and tested by Eisenberger et al. (1997). Study proposed by Priyatama et al. (2018) on 32 items (Eisenberger et al., 1986) had good reliability of Cronbach alpha .97. Similar result found in the study by Kantén & Ulker (2012) that revealed the Cronbach alpha of .95.

This instrument is also tested by Caesens & Stinglhamber (2014) whom indicated there are relationship with excellent Cronbach alpha of .90; Sulea et al. (2012) found a positive influence on work engagement; Kinnunen et al. (2008) found significant positive correlations among them. Similar result also found in the study by Akgunduz et al. (2018) that had excellent Cronbach alpha of .90 (8 items). The Cronbach's alpha for the study done by Murthy (2017) was found to be 0.82. Guilbert et al. (2018) indicated Cronbach's alpha coefficient of .89. The detail items and its operational definition are displayed in Table 3.5.

Table 3.5  
*Operational Definition and Items for Perceived Organizational Support*

Variable	Operational Definition	Items
<b>Perceived Organizational Support</b>	Employees' perceptions of the organization's emphasis on their contributions and well-being.	<ol style="list-style-type: none"> <li>1. My organization cares about my opinions.</li> <li>2. My organization really cares about my well-being.</li> <li>3. My organization strongly considers my goals and value.</li> <li>4. Help is available from my organization when I have problem.</li> <li>5. My organizational would forgive an honest mistake on my part.</li> <li>6. If given the opportunity, my organization would take advantage of me. (R)</li> <li>7. My organization shows very little concern for me. (R)</li> <li>8. My organization is willing to help me if I need a special favor.</li> </ol>

Source: Eisenberger, Cummings, Armeli, & Lynch (1997)

R= Reverse coding.

### **3.4.3 Demographic Measures**

The final part of the questionnaire is the demography of respondents which include gender, age groups, marital status, educational level, work experience at current job position and work experience.

### **3.5 Questionnaire Design**

This study used quantitative method as the source of primary data whereas the data collection were done through three-section questionnaire namely part A, part B and part C. This questionnaire were provided in two languages, English and Bahasa Malaysia as respondents were from the support group.

Total of 47 items were tested using the six-point Likert scale from 1 (strongly disagree) to 6 (strongly agree). Respondents choose the option that best suits them. Part A being work engagement as the dependent variable of the research. Part B was composed of questions from independent variables which consist of self-efficacy, proactive behavior and perceived organizational support. Part C measured the respondent demographic information of gender, age group, marital status, educational level, work experience at current job position and public sector. Table 3.6 illustrates the sample of the questionnaire (refer to Appendix A).

Table 3.6  
Description of Survey

Questionnaire Sections	Variables	Items
Part A	Work Engagement	17
Part B	Self-efficacy	6
	Proactive Behavior	10
	Perceived Organizational Support	8
Part C	Respondent Demographic	6

### 3.6 Translated Questionnaire

This report is based on the translation and adaptation process of the English questionnaire to Bahasa Malaysia *back translation* with the English questionnaire by a fluent scholar. The purpose of the translated version questionnaire is to investigate and assess the factors influencing work engagement among administrative staffs. According to Karthikeyan et al., (2015), revision is an essential activity that is indispensable in the translation process and continues until the translation is finalized. They also stated that the translated and adapted version must be comparable in content and accuracy to the original English instrument, just suitable for assessing the study. The experience person develop new questionnaires or translate existing questionnaires into the language of prospective respondents, as existing questionnaires cannot be provided in the language required by the target respondents, or may not be able to provide a questionnaire to measure the structure of interest (Tsang et al., 2017).

There was minor correction done in terms of grammar on Part A, question 15 of the Bahasa Malaysia version, “Saya akan mencapai alam ekstasi semasa tengah bekerja” revised to “Saya memberi tumpuan sepenuh semasa bekerja” in the main

survey. The final questionnaire is display in both language version, that is English and Bahasa Malaysia version (refer Appendix A).

### **3.7 Pilot Test**

The process of validity and reliability analysis of the items was carried out after the implementation of pilot test. Pilot test is a small initial survey conducted to predict the appropriate sample size and improve the design study prior to the implementation of the actual and main survey. Pilot test of the reliability coefficient, is aimed to find alpha coefficients or known as Cronbach's  $\alpha$  (Goforth, 2015). Value of alpha coefficient with a range of .70 or greater is acceptable. Pilot test not only examines the reliability and validity of the items in the questionnaire, but to ensure that it is easy to understand, practical and meets the needs of the study; and the period required to answer the questionnaire.

In order to obtain the reliability of the research instrument, a pilot test involving 32 respondents from non-sample organization was conducted to verify content of the questionnaire based on relevance, accuracy and wording. Administrative staffs from Kedah State Health Department were selected for the pilot test carried out from 1<sup>st</sup> to 6<sup>th</sup> July, 2019.

The final questionnaire was modified for Bahasa Malaysia version due to the feedback on pilot test. The pilot study displayed Cronbach's alpha ( $\alpha$ ) of .96 for work engagement, for self-efficacy is .95, and proactive behavior is .95. All of the dimensions indicate an excellent reliability. The coefficient for perceived organizational support is .84 which is consider as strong instrument. Thus, all instruments are accepted to be used in this study. According to Mohd Sahandri et al. (2013), 80% of result pilot test is acceptable and can be use for actual survey (Mohd



Faizal Nizam, & Leow, 2017). The Cronbach's alpha for each variable for the pilot study being presented in Table 3.7.

Table 3.7  
*Pilot Test Result*

Variables	Cronbach's Alpha ( $\alpha$ ) (n=30)	No of Items (N)
Work engagement	.959	17
Self-efficacy	.951	6
Proactive behavior	.950	10
Perceived organizational support	.836	8

### 3.8 Data Collection Procedure

The survey was conducted from 7<sup>th</sup> to 15<sup>th</sup> July, 2019 through the distribution of hard copy questionnaires. The total population are 157 administrative staffs. 125 questionnaire were distributed to the sample. The questionnaires were estimated to complete within 15 minutes, and only 105 sets of questionnaire were received. However, only 101 set of questionnaires were usable for further analysis. Consequently, 96.2% (101) have completed all the questions from the 105 respondents. The survey questionnaire is exhibited in Appendix A.

### 3.9 Technique of Data Analysis

Quantitative analysis are used to analyze the findings using the Statistical Package for Social Science for Windows (SPSS) version 22.0. Completed and accepted questionnaires were reviewed to ensure all items are completed before being recorded and analyzed to obtain the reliability and validity of the items being constructed. Questionnaire with incomplete items are rejected. Each item filled in SPSS use a specific code to represent the item to facilitate the process of data entry.

In addition, descriptive, correlation and regression analysis methods are used in this study.

### **3.9.1 Descriptive Analysis**

Descriptive analysis namely frequency, percentage and mean are used to interpret the relationship of work engagement with individual-related factors of self-efficacy, proactive behavior and perceived organizational support. Descriptive statistical provide a simple overview of the samples and the measures taken. Mean is used to test all the questions in this study. According to Arsaythamby & Arumugam (2013), mean is the average of the observed values in a set of data. While the standard deviation is used to measure the normal distribution of the items analyzed (Arsaythamby, & Arumugam, 2013). Descriptive analysis is conducted to identify the demographic characteristics of the respondents. This process is to ensure that the respondents of this study represent all the demographic characteristics of the administrative staffs. In this study, respondents' demographic characteristics such as gender, age group, marital status, education level, work experience and current job position and work experience at public sector will be explained using frequency and percentage.

### **3.9.2 Correlation Analysis**

Correlation is conducted to test the relationship between dependent variable with independent variables. According to Gogtay & Thatte (2017), the direction and strength of a linear relationship is measure by correlation coefficient ( $r$ ). The data set is fully aligned if  $r=1$  or  $r=-1$ . Data with values  $r$  close to zero reveal little to no straight-line relationship. Strong positive correlation will produce an  $r$  value close to

+1, while strong negative linear correlation will be close to -1 (Simon, & Goes, 2011). Pearson's correlation coefficient "r" is used when both variables are normally distributed. Correlation analysis usually accompanied with regression analysis and rarely used alone. Descriptive correlation approach is adopted to identify the relationship between predetermined independent variables (self-efficacy, proactive behavior and perceived organizational support) with dependent variables (work engagement).

### **3.9.3 Regression Analysis**

Regression analysis is used to test the hypotheses whereas significant level of relationship between independent variables and dependent variables. Multiple regression analysis is employed for this study to find the relationship between dependent variables of self-efficacy, proactive behavior and perceived organizational support. Multiple regression analysis methods are used to check which three independent variables have greater influence in influencing dependent variables by calculating beta values. The  $r^2$  value is the sum of the variables that describe the variables depending on the predictor. Decisions can be interpreted from the value  $r^2$ , F value and significance level.

### **3.10 Conclusions**

Generally, methodology is important to ensure the study runs smoothly and successfully. Methodology is like a road-map in measuring and getting the findings of the study, as the saying goes, a good study should be equipped with the right method. Prior to the selection of the method to be used in this study, objective determination, identifying problem statements and surveys of previous studies should

be clearly defined in order to achieve the targeted objectives. Although the respondents in this study were only 101, but according to Showkat and Parveen (2017), if sample of 100 already represents the entire population, then it can be considered a good sample. Therefore, it is useful to point out the significance in the analyses.



## **CHAPTER FOUR**

### **FINDINGS**

#### **4.1 Introduction**

This chapter describes the findings and analysis of the surveys. A total of 105 responses received from the target sample of 125 respondents, but usable only 101 with a response rate of 84%. The information retrieved from the respondents was analyzed using various statistical analyses. Frequency is used to analyze the demographic profile of the respondents. The correlation analysis was used to determine the strength of relationship between independent and dependent variables. Furthermore, regression analysis was conducted to examine the significant influence of individual-related factors which consist self-efficacy, proactive behavior and perceived organizational support with work engagement.

#### **4.2 Profiles of Respondents**

To describe the background of respondents, frequency is used in the analysis. From the result, majority of the respondents are female, as 81 (80.2%) and male 20 (19.8%). A total of 48 (47.5%) respondents are from the 35 – 44 years of age category. 95 (94.1%) of the respondents are married, while only 5 (5%) single. In terms of academic achievement, 57 (56.4%) reported they have STPM, Matriculation, A-level or Diploma education. For work experience at current job position, 34 (33.7%) have recorded to have work for 5 – 10 years, while 35 (34.7%) have 11 – 15 years of work experiences at public sector. Table 4.1 illustrates the respondent demographics profile.

Table 4.1  
*Respondents' Demographic Profile*

Demographic Profile	Category	Frequency (n)	Percentage (%)
Gender	Male	20	19.8
	Female	81	80.2
Age	24 years and below	2	2.0
	25 years - 34 years	32	31.7
	35 years - 44 years	48	47.5
	45 years and above	19	18.8
Marital Status	Single	5	5.0
	Married	95	94.1
	Widowed	1	1.0
Educational Level	Secondary School	31	30.7
	STPM/Matriculation/ A-level/ Diploma	57	56.4
	Undergraduate Degree	13	12.9
Work Experience at Current Job Position	Less than 5 years	13	12.9
	5 years – 10 years	34	33.7
	11 years – 15 years	29	28.7
	16 years – 20 years	9	8.9
	More than 21 years	16	15.8
Work Experience at Public Sector	Less than 5 years	3	3.0
	5 years – 10 years	31	30.7
	11 years – 15 years	35	34.7
	16 years – 20 years	15	14.9
	More than 21 years	17	16.8

n= 101

### 4.3 Descriptive Statistics and Normality Test

Table 4.2 showed the mean result and standard deviation of the variables that influence work engagement. Six-point Likert scale were use to measure the item in the questionnaire where 1 is strongly disagree while 6 is strongly agree. Descriptive analysis revealed the level of work engagement, self-efficacy, proactive behavior and perceived organizational support. Since the "tail" of the dissemination is

concentrated on the right side, and its skewness is more noticeable than 0 (or positive value), it is a positive skewed or right skewed information. Positive kurtosis data indicates that the tail of the conveyance is heavier and the largest top than the typical dispersion (Sekaran, & Bougie, 2010).

The table 4.2 showed that work engagement has the highest mean of 4.59 and standard deviation 0.71 with a skewness -0.67 and kurtosis 1.61. This showed the data are moderately skewed. Besides, it also indicated the mean of proactive behavior as 4.56 and standard deviation being 0.71 with skewness -0.40 and kurtosis -0.11. This showed the data collected are fairly symmetrical. Self-efficacy reported the mean as 4.54 and standard deviation as 0.78 with skewness -0.42 and kurtosis 0.23. This showed the data are fairly symmetrical. However, the mean of perceived organizational support is lower with 3.80 and standard deviation 0.81, data showed the skewness is 0.09 and kurtosis 0.33. Table 4.2 describes descriptive statistics and normality test's results of work engagement, self-efficacy, proactive behavior and perceived organizational support. Appendix D displayed the normality tests of all variables. As result show found that data display normal distribution (refer to Appendix D).

Table 4.2

*Descriptive Statistic, and Normality Test for Work Engagement, Self-Efficacy, Proactive Behavior and Perceived Organizational Support*

<b>Descriptive Statistics</b>						
	Std.		Skewness		Kurtosis	
	Mean	Deviation	Std.		Std.	
	Statistic	Statistic	Statistic	Error	Statistic	Error
Work Engagement	4.591	0.713	- 0.672	0.240	1.610	0.476
Self-efficacy	4.535	0.777	- 0.416	0.240	0.228	0.476
Proactive Behavior	4.559	0.714	- 0.404	0.240	-0.112	0.476
Perceived Organizational Support	3.802	0.806	0.094	0.240	0.325	0.476

#### 4.4 Reliability Analysis

Validity and reliability are two basic elements of evaluation a measurement instrument. It relates to the extent of validity an instrument measures its intentions, while reliability is related to the ability measurement consistently of an instrument. According to Nunnally (1978), Cronbach's value  $\alpha$  of 0.60 until 0.80 is the size of the accepted value. However, the value of Cronbach's  $\alpha$  0.80 and above is the best value. But, Sekaran, & Bougie (2016) argued that when a coefficient is 0.70 and higher, it is acceptable; while it is excellent reliability if exceeds 0.90. Furthermore, if the coefficient below than 0.60 is considered weak and the result between 0.60 to 0.70 is moderate.

The conclusion of this study can be reported that data obtained is best value. This is proven through the result of Cronbach's value (See Table 4.3). The alpha coefficient of work engagement is 0.95, self-efficacy being 0.94, proactive behavior being 0.93 and perceived organizational support is 0.82. Therefore, all the variable of



this study show the adequate reliability, and it is important to note that no items has been removed from the original measurement scale. Appendix E presents the results of reliability analysis for dependent and independent variables using SPSS analysis.

Table 4.3  
*Reliability Result of the Variables*

Variable	Cronbach's alpha	No of Item
Work engagement	0.945	17
Self-efficacy	0.942	6
Proactive behavior	0.932	10
Perceived organizational support	0.819	8

#### 4.5 Pearson Correlation Analysis

Table 4.4 reveal the results of self-efficacy, proactive behavior and perceived organizational support have positive relationship to work engagement. Sekaran, & Bougie (2016) stated that if the relationship between variables highly correlated with each other, then the confidence of the data collected will be higher. The results indicated that self-efficacy indicate statistically significant and very strong positive correlation with work engagement ( $r= 0.84$ ;  $p \leq 0.01$ ). There is a significant strong positive correlation exists between proactive behavior with work engagement ( $r= 0.80$ ;  $p \leq 0.01$ ). However, the result indicates that there is moderately strong positive correlation between perceived organizational support with work engagement ( $r= 0.41$ ;  $p \leq 0.01$ ). Therefore, there is a positive correlation among self-efficacy, proactive behavior, perceived organizational support with work engagement.

Table 4.4  
*Pearson Correlation of the Variables*

Variables	Work Engagement	Self-efficacy	Proactive Behavior
Self-efficacy	0.836**		
Proactive behavior	0.797**	0.746**	
Perceived organizational support	0.412**	0.436**	0.453**

\*\*  $p \leq 0.01$  (2-tailed)

#### 4.6 Multiple Regression Analysis

Regression analysis is used to determine if there are significant influence of dependent variable of work engagement on the independent variable of self-efficacy, proactive behavior and perceived organizational support. The overall result showed that there is a significant relationship of self-efficacy ( $\beta = 0.55$ ) and proactive behavior ( $\beta = 0.39$ ) towards work engagement. However, that is no significant influence of perceived organizational support ( $\beta = -0.003$ ) with work engagement. From the result, it is found that the standardized beta value of self-efficacy ( $\beta = 0.55$ ;  $p \leq 0.01$ ) is the most significant in influencing work engagement compared to the other independent variables namely proactive behavior and perceived organizational support. Table 4.5 shown the regression result.

From the results presents in Table 4.5, it can interpretation that  $r^2 = .767$  which revealed that 76.7% of the work engagement variance are explained by self-efficacy, proactive behavior and perceived organizational support.  $F = 106.389$ ,  $p \leq 0.01$ , while 23.3% is explained by other variables. Based on the results, H1 and H2 is accepted, while H3 is rejected.

Table 4.5  
*Multiple Regression Analysis*

	Dependent Variable (Work Engagement)	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.552	.241		2.290	.024
	Self-efficacy	.501	.068	.547	7.327	.000
	Proactive behavior	.390	.075	.390	5.183	.000
	Perceived organizational support	-.003	.049	-.003	-.052	.959
	F	106.389				.000
	r	.876				
	r <sup>2</sup>	.767				

\*p ≤ 0.01

#### 4.7 Hypotheses Summary

The three hypotheses proposed in the previous chapter were verified by performing multiple regression analysis. The results of hypotheses obtained in the study is summarized as Table 4.6.

Table 4.6  
*Summary of the Hypotheses Testing*

Hypothesis	Statement	Findings
H1	Self-efficacy influence work engagement.	Supported
H2	Proactive behavior influence work engagement.	Supported
H3	Perceived organizational support influence work engagement.	Rejected

#### **4.8 Conclusion**

This chapter contains results for analyzing research data. Frequency, percentages, descriptive statistics, Cronbach's alpha, correlation and regression analysis were used in the study. As a result, this study not only provided the respondents' reactions, but also the scale of the measurement used and the relationship between the variables and their meanings. The discussion of this study will be presented in the next chapter.



## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 Introduction**

This chapter discusses the empirical findings and assesses the relationship between previous findings and research conducted in this field based on the results of chapter four. It also discuss the relationship between independent variables of self-efficacy, proactive behaviors and perceived organizational support and variables depending on work engagement, implications and limitations of the study. Finally, in addition to these conclusions, there are several suggestions that future studies can be implemented.

#### **5.2 Discussion**

This study aims to examine factors that influence work engagement among administrative staffs at a public hospital in Alor Setar, Kedah. The specific objective is to determine whether individual-related factors of self-efficacy, proactive behavior and perceived organizational support influence work engagement among administrative staffs. The findings of the study are important in order to eradicate and avoid that issues arise from individual-related factors of self-efficacy, proactive behavior and perceived organizational support in future to ensure that administrative staffs would be engaged at work to bring quality and efficient service to the public.

### **5.2.1 The relationship between self-efficacy and work engagement**

This finding was supported by multiple regression analysis result (Table 4.5) displayed that self-efficacy influence work engagement at Beta value ( $\beta = 0.55$ ;  $p \leq 0.01$ ). The result of mean value 4.54 showed that administrative staffs have a high level of self-efficacy (refer to table 4.2). This means that the work engagement of administrative staffs at public hospital, Alor Setar, Kedah would be influenced by their level of self-efficacy.

Findings show that self-efficacy have strong influence significant and positively related to work engagement. This finding being similar the study of Simbula et al. (2011) also found that self-efficacy has a positive influence on work engagement. Bakker (2011) indicated in his study that self-efficacy are positive predictors of work engagement. The studies showed that the engage staffs believe they can meet the needs when they face in a wide range of environment; thus their self-efficacy are higher. In addition, the engaged staffs tend to believe that they generally experience good results (optimistic) in their lives and meet the needs through participating in roles within the organization.

Result of this study being supported by Priyatama et al. (2018) on work engagement, as directly and positive influenced of self-efficacy. Chen (2016) observes that high self-efficacy and motivated employees are highly engaged and tend to work harder because they are confident in their abilities. Thus, the higher self-efficacy one has, the higher their work engagement. Past researchers such as Orgambidez et al. (2019) suggested that self-efficacy being significant and positive predictor of work engagement. Study conducted by Chaudhary et al. (2013) showed that work engagement had positive and significant correlated with occupational self-efficacy, with the coefficients of correlation ranging from 0.41– 0.62. In other words,

administrative staffs with high level self-efficacy would be more engaged as they feel more successful to perform the task, thus some strategies should be adopted to develop their self-efficacy.

In this study, self-efficacy being use to describe perceptions of administrator staffs of how they do their work effectively. This mean that administrator staffs have the best way to deal with work barriers for any event which occurs. Staffs always need to think about the best decisions in order to benefit the relevant units and other staffs. When staffs have the ability to make sensible work requirement and practical decisions, then they would be more active and engaged at work and have higher self-efficacy. In sum, it can conclude that self-efficacy play crucial role on work engagement among administrative staffs.

### **5.2.2 The relationship between proactive behavior and work engagement**

Proactive behavior refers to the reason for staffs being motivated for themselves or team. Multiple regression analysis result also proved that proactive behavior being an important connection with work engagement at Beta value ( $\beta = 0.39$ ;  $p \leq 0.01$ ).

This finding are similar to Cooper-Thomas et al. (2014) who found that proactive behavior is positively related to work engagement. Staffs with proactive behavior are more likely to engage in their work as they are willing to create resources through the positive behavior. Staffs must have ability to work proactively with their initiative without close supervision as organization always needs flexibility and responsive from staffs (Crant, 2000). Similar finding was found by Sonnentag (2003) who indicated that there were positive impact between work engagement and proactive behavior, whereas high level engagement staffs would take the initiative every day. In order words, administrative staffs with proactive behavior would be

more engage to perform their duty. Therefore, management may adopt strategies to develop proactive behavior among administrative staffs.

In fact, greater autonomy at work being one of the most effective ways of proactive behavior; give employees freedom of thought, they would come up with creative way to keep the service moving forward such as counter service. Autonomy makes employees feel that they are trusted, which not only makes them feel satisfied, but also more engage at work and to present the best of themselves. Staff with proactive behavior would remain engaged if they felt that their work contributed to the department. It seems to be a simple concept, but it is often overlooked especially to the administrative staffs. Therefore, the need for efficient work engagement strategy being critical to enhance the administrative staffs' service.

### **5.2.3 The relationship between perceived organizational support and work engagement**

Perceived organizational support refer to employees' perception on the organization's emphasis on their contributions. Multiple regression analysis (Table 4.5) showed that perceived organizational support was not significantly associated with work engagement ( $\beta = -.003$ ). The finding indicated that perceived organizational support did not influence the work engagement of administrative staffs in public hospital although it has mean value of 3.80. This reveal that administrative staffs at public hospital do not relate perceived organizational support to their work engagement.

Although the research from Peng & Saidin (2018) and Priyatama et al. (2018) indicated that there was positive relationship between perceived organizational support and work engagement with the Beta value ( $\beta = 0.65$ ), but there are no studies



reported on the reverse relationship among perceived organizational support and work engagement. Despite having failed to find the article to support this statement, this study implies that perceived organizational support may not necessarily enhance administrative staffs' work engagement.

Reverse relationship among perceived organizational support and work engagement may due to the sample used in the study whereas sample in the study Peng & Saidin (2018) were 426 administrative staffs, but sample used in this study only 101 administrative staffs. Thus, small samples may affect the results (Sullivan & Feinn, 2012). Other reason maybe the administrative staffs have routine jobs or responsibilities and management support was not seen as important for their work engagement.

### **5.3 Implications of the Study**

This section discuss the theoretical implication and practical implication for work engagement to public hospital and administrative staffs. Theoretical implication refers to the discussion to compare the findings of study with the Work Engagement Model used in this study. While the practical implication is the recommended measures so that action taken by parties concerned and who are involved directly. This study helps to determine which independent variable can enhance the work engagement among administrative staffs, and suggestions would make on it. Besides that, the study is useful for academic purposes, through bridging the gap, especially in engage staffs and enrich the literature.

### **5.3.1 Theoretical Implication**

This study examined the factors influencing work engagement among administrative staffs for Work Engagement model. This contribution is valuable because the research on relationships between self-efficacy, proactive behavior, perceived organizational support and work engagement among administrative staffs at public hospital are limited. Besides that, this study helps to better understand the self-efficacy, proactive behavior, perceived organizational support and work engagement contact with basic mechanisms relevant. The finding showed that self-efficacy and proactive behavior have significant relationship on work engagement among administrative staffs, while perceived organizational support does not influence work engagement.

### **5.3.2 Practical Implication**

The implication of study are based on the study findings, which showed that self-efficacy and proactive behavior have positive and significant relationship with work engagement. Obviously, self-efficacy and proactive behavior have an impact on work engagement, and administrative staffs can enhance the engagement by optimizing both of this practices. It is valuable for management to be able to account for the causes of engagement on practical level. This is very important because the positive consequences of work engagement involved self-efficacy, proactive behavior and might include perceived organizational support too.

This study has great implication for administrative staffs. The results confirmed that self-efficacy and proactive behavior are effective to enhance the work engagement of administrative staffs. Thus, administrative staffs from public hospital should boost up their self-efficacy and proactive behavior characteristic which would

help them being engaged. Not only staffs themselves have to played a role to enhance work engagement, organization should also create work experiences, rewards and recognition consistently through effective management practice.

It is also suggested that the hospital management to provide an ideal environment, emphasize both self-efficacy and proactive behavior training program where encourage staffs be more to engaged in work too. The management also need to fully understand the work engagement needs of administrative staffs and help them improved their engagement. This study also can serve as a guide for all human resource practitioners or hospital management to strategized and provide solutions to organizations to increase their staffs' work engagement.

Finally, this study contributes to academic purposes by enriches the literature and bridging gaps, especially to the Ministry of Health. Another possible way to Ministry of Health that could work engagement as part of the requirement to the civil servant. This also can serve as a platform to investigate civil servants' work engagement determinants, especially at public hospital in Malaysia.

#### **5.4 Limitations of the Study**

The findings are based on the study of samples administrative staffs at a public hospital and support the model of work engagement. Nevertheless, there are several limitations in this study. The data are self-reported questionnaire and the instruments may not be sufficient to determine the specific diagnosis and experience of the individual. Closed-ended questionnaire form are very limited by the fact that respondents are forced to read the fixed choice questions provide and give the feedback. This may not be the exact answer and ideas in respondents' mind, also lack flexibility and may occurs lower validity.

Respondents may answer without actually understanding the issues raised, which may reduce reliability. Possible occurrence phenomenon of social desirability bias whereas respondents may not answer truthfully on sensitive issues. They may tend to provide invalid answers to react in a socially acceptable way. The method of this study is non-probability sampling of convenience sampling, cross sectional survey where data are collected at a specific point in time. Although it is least expensive and most convenient as only collected from who are available, but it may occur some form of selection bias and the findings were not representative and generalized the population confidently (Sekaran & Bougie, 2016). Another issue with regards to response bias, where respondent tend to respond in some way regardless of the question asked.

In addition, the population of study focused in a state public hospital that involved sample of only 125 administrative staffs. Therefore, the findings of the study only reflect the view of specific groups of administrative staffs and may not represent the entire and other public hospitals' administrative staffs. This study was conducted at a public hospital in Malaysia and the results may not be extended to other countries and cultures.

### **5.5 Recommendations of the study**

The population in a state public hospital may not represent the entire influencing administrative staffs from other public hospitals. It is proposed that future study should involves entire administrative staffs from several state public hospital in Malaysia to enhance the sample representation. Comparison study can also be conducted between public hospital and private hospital, between locations in Malaysia and other Asian countries. This is an effort to exchange information on

management system in other countries to improve effectiveness of public service in Malaysia. Likewise, future study can be done in primary, secondary, tertiary and quaternary industry such as farming and manufacturing.

This study examined the relationship between individual-related factors of self-efficacy, proactive behavior and perceived organizational support with work engagement among administrative staffs. Future study should include other variable such as organizational engagement strategies namely openness, networking and assurances of legitimacy, and other factors influencing work engagement among administrative staffs. Self-reported questionnaire is the easiest and quickest way to collect data, however it still could be affected by social desirability bias. Therefore, it is suggested to use varieties of question but related to the topic during using the questionnaire.

This study only tested the relationship of influencing among three variables, future research can also test the moderator or mediator variable. Moderator variable would affect the strength of the relationship between two other variables, while the mediation variable interprets the relationship between two other variables. Further, the training program aimed to increase the work engagement among administrative staffs can focus on individual-related factors such as self-efficacy, proactive behavior and perceived organizational support.

This study used non-probability sampling of convenience sampling. Small samples and short observation periods might lead to some measurement errors. It is recommended that future study replicate models in different contexts to validate proposed relationships using larger samples, probability-based sampling. Future study should conduct longitudinal survey where data could be obtained same variables and extended the period of collecting data over months or even years.

In addition, the organization could create a healthy work environment in the workplace to enhance administrative staff's work engagement through several program such as happy employees, healthy workplace, and vigorous organization so that they can provide efficient output and service. Organization also could improve general welfare measure among staffs through provide various facilities. Relationship between superior and subordinate staff is one of the core in work engagement too as the relationship of fellow staffs need to be more closely to launch the process of working.

Therefore, it is important to develop policies and practices to enhance the administrative staffs' self-efficacy and proactive behavior in order to enrich their work engagement.

## **5.6 Conclusion**

This study conclude that individual-related factors of self-efficacy and proactive behavior have a positive influence on work engagement of administrative staffs at a public hospital, but perceived organizational support does not influence administrative staffs' work engagement. The level work engagement of staffs had significant impact to the service an organization provided, thus it is important to enhance the staffs' self-efficacy and proactive behavior in delivered the value service.

A sense of identify and affirmation of personal identity can generate a constant source of work engagement. The consciousness from administrative staff itself on self-efficacy and proactive behavior play a vital role in enhancing the value of delivered service. It is not only support the way to increase work engagement, but also contributed to the organization's success and objectives. Thus, administrative

staff itself are vital to achieve the work engagement, while the environment and others factors only could boost their morale.

The results of this study supported the suggestion that the degree of self-efficacy in one's capabilities could influence work engagement among administrative staffs which then impact the quality of service at public hospital. Likewise, individuals with proactive behavior could improve themselves constantly to achieve the goal which then impact their engaged at work too. Finally, the study has developed insights and recommendations for future investigation in the same field. It is hoped that the findings of this study would help the relevant authorities to take measures to increase administrative staffs' work engagement in public sector in order to achieve Malaysia's goal of a developed and high performing country.



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## APPENDICES

### APPENDIX A

#### QUESTIONNAIRE



#### QUESTIONNAIRE (SOAL SELIDIK)

#### FACTORS INFLUENCING WORK ENGAGEMENT AMONG ADMINISTRATIVE STAFFS AT A PUBLIC HOSPITAL

#### FAKTOR-FAKTOR YANG MEMPENGARUHI KETERLIBATAN KERJA DI KALANGAN PEMBANTU TADBIR DI SEBUAH HOSPITAL AWAM

Dear respected respondent,

I am a postgraduate student at University Utara Malaysia. The aim of this survey is to gather information in entitle "Factors Influencing Work Engagement among Administrative Staffs at a Public Hospital". Thus, I would like to attain your kindness assistance in this survey.

I realized that you are very busy and thus, I have designed the survey that you should not take longer than fifteen minutes to answer it. The information given by you will be kept confidential and will be used only for academic purpose in order to fulfill the Master study requirement of the university.

Please do answer all the items in the questionnaire and do not hesitate to contact me if you require any additional information. Your honest and sincere response in accomplishing this project is highly appreciated, thank you.

Yours sincerely,

Uh Chiu Siam

Master of Human Resource Management (MHRM) Candidate, UUM

Email: [uh\\_chiu\\_siam@oyagsb.uum.edu.my](mailto:uh_chiu_siam@oyagsb.uum.edu.my)

Responden yang dihormati,

Saya adalah pelajar pascasiswazah di Universiti Utara Malaysia. Tujuan kajian ini adalah untuk mengumpul maklumat bagi projek kajian yang berjudul "Faktor-faktor yang Mempengaruhi Keterlibatan Kerja di Kalangan Pembantu Tadbir di sebuah Hospital Awam". Saya ingin mendapat bantuan anda menjawab kajian ini.

Saya memahami yang anda sibuk. Kajian ini akan hanya mengambil masa lima belas minit untuk dijawab. Maklumat yang diberikan oleh anda adalah rahsia, dan akan digunakan untuk tujuan akademik bagi memenuhi keperluan pengajian Master saya sahaja.

Sila jawab semua item dalam soal selidik dan hubungi saya jika anda memerlukan sebarang maklumat tambahan. Respons yang jujur dan ikhlas daripada anda dalam melaksanakan projek ini amat dihargai, terima kasih.

**Part A: Work Engagement** (*Keterlibatan kerja*)

Please read the following statements and choose the responses (from 1= Strongly Disagree to 6= Strongly Agree) that apply most accurately to you. Indicate your level of agreement on the following statements by circling the number.

(Sila baca pernyataan berikut dan pilih jawapan (dari 1= Sangat Tidak Setuju kepada 6= Sangat Setuju) yang paling tepat menunjukkan tahap persetujuan anda atas pernyataan berikut dengan membulatkan nombor yang bersesuaian.)



WORK ENGAGEMENT		Strongly Disagree					Strongly Agree
KETERLIBATAN KERJA		Sangat Tidak Setuju					Sangat Setuju
1	I feel bursting with energy at my work. (Saya rasa penuh dengan tenaga di tempat kerja.)	1	2	3	4	5	6
2	I find the work that I do full of meaning and purpose. (Saya dapati kerja yang saya lakukan penuh makna dan tujuan.)	1	2	3	4	5	6
3	Time flies when I am working. (Masa berlalu dengan pantas apabila saya bekerja.)	1	2	3	4	5	6
4	I feel strong and vigorous at my job. (Saya berasa kuat dan bertenaga di tempat kerja.)	1	2	3	4	5	6
5	I am enthusiastic about my job. (Saya bersemangat mengenai kerja saya.)	1	2	3	4	5	6
6	I forget everything else around me when I am working. (Saya lupa segala-galanya di sekeliling saya apabila sedang bekerja.)	1	2	3	4	5	6
7	I feel like going to work when I get up in the morning. (Saya berasa nak pergi bekerja bila saya bangun pada waktu pagi.)	1	2	3	4	5	6
8	My job inspires me. (Pekerjaan saya memberi inspirasi kepada saya.)	1	2	3	4	5	6
9	I feel happy when I am working intensely. (Saya berasa gembira apabila saya bekerja dengan gigih.)	1	2	3	4	5	6
10	I can continue working for very long periods at a time. (Saya boleh terus bekerja untuk tempoh yang lama pada satu masa.)	1	2	3	4	5	6
11	I am proud of the work that I do. (Saya bangga dengan kerja yang saya lakukan.)	1	2	3	4	5	6
12	I am immersed in my work. (Saya benar-benar nikmat dengan kerja saya.)	1	2	3	4	5	6
13	I am very resilient, mentally at my job. (Saya dapat pulih dengan cepat walaupun merasa keletihan mental dalam kerja.)	1	2	3	4	5	6
14	My job is challenging to me. (Kerja saya sangat mencabar untuk saya.)	1	2	3	4	5	6

15	I get carried away when I am working. (Saya memberi tumpuan sepenuh semasa bekerja.)	1	2	3	4	5	6
16	I always persevere at my work, even when things do not go well. (Saya sentiasa bersabar di tempat kerja, walaupun keadaan tidak berjalan lancar.)	1	2	3	4	5	6
17	It is difficult to detach myself from my job. (Adalah sukar untuk mengasingkan diri saya daripada pekerjaan.)	1	2	3	4	5	6

#### **Part B: Individual-Related Factors** (Faktor-faktor berkaitan individu)

Please read the following statements and choose the responses (from 1= Strongly Disagree to 6= Strongly Agree) that apply most accurately to you. Indicate your level of agreement on the following statements by circling the number.

(Sila baca pernyataan berikut dan pilih jawapan (dari 1= Sangat Tidak Setuju kepada 6= Sangat Setuju) yang paling tepat menunjukkan tahap persetujuan anda atas pernyataan berikut dengan membulatkan nombor yang bersesuaian.)

<b>SELF-EFFICACY</b>		<b>Strongly Disagree</b>  <b>Strongly Agree</b>					
<b>EFIKASI KENDIRI</b>		<b>Sangat Tidak Setuju</b>  <b>Sangat Setuju</b>					
1	I can remain calm when facing difficulties in my job because I can rely on my abilities. (Saya boleh bertenang ketika menghadapi kesukaran dalam pekerjaan kerana saya boleh bergantung kepada kebolehan saya.)	1	2	3	4	5	6
2	When I am confronted with a problem in my job, I can usually find several solutions. (Saya biasanya boleh mencari beberapa penyelesaian bila saya berhadapan dengan masalah dalam kerja.)	1	2	3	4	5	6
3	Whatever comes my way in my job, I can usually handle it. (Tidak kira apa yang terjadi dalam kerja, biasanya saya boleh mengendalikannya.)	1	2	3	4	5	6
4	My past experiences in my job have prepared me well for my occupational future (Pengalaman kerja yang lalu membantu saya bersedia untuk prospek kerjaya.)	1	2	3	4	5	6
5	I meet the goals that I set for myself in my job. (Saya mencapai matlamat yang saya tetapkan dalam pekerjaan.)	1	2	3	4	5	6
6	I feel prepared for most of the demands in my job. (Saya bersedia untuk sebahagian besar permintaan)	1	2	3	4	5	6

PROACTIVE BEHAVIOUR		Strongly Disagree					Strongly Agree
TINGKAH LAKU PROAKTIF							
		Sangat Tidak Setuju				Sangat Setuju	
1	I am constantly on the lookout for new ways to improve my life. (Saya sentiasa mencari cara untuk memperbaiki kehidupan saya.)	1	2	3	4	5	6
2	Wherever I have been a powerful force for constructive change. (Tidak kira di mana berada, saya mempunyai dorongan yang kuat untuk perubahan.)	1	2	3	4	5	6
3	Nothing is more exciting than seeing my ideas turn into reality. (Tidak ada yang lebih menarik daripada melihat idea-idea saya menjadi realiti.)	1	2	3	4	5	6
4	No matter what the odds, if I believe in making something, I will make it happen. (Tidak kira apa yang berlaku, saya akan menjadikannya kenyataan sekiranya saya percaya pada sesuatu.)	1	2	3	4	5	6
5	I love being a champion for my ideas, even against other's opposition. (Saya suka menjadi juara untuk idea saya walaupun ditentang oleh orang lain.)	1	2	3	4	5	6
6	If I see something I don't like, I fix it. (Jika saya melihat sesuatu yang tidak suka, saya akan membetulkannya.)	1	2	3	4	5	6
7	I excel at identifying opportunities. (Saya mahir mengenal pasti peluang.)	1	2	3	4	5	6
8	I am always looking for better ways to do things. (Saya selalu mencari cara yang lebih baik untuk melakukan sesuatu.)	1	2	3	4	5	6
9	If I believe in an idea, no obstacle will prevent me from making it happen. (Sekiranya saya percaya pada satu idea, tiada halangan untuk saya mencapainya.)	1	2	3	4	5	6
10	I can spot a good opportunity long before others can. (Saya boleh nampak peluang yang baik sebelum orang lain.)	1	2	3	4	5	6

<b>PERCEIVED ORGANIZATIONAL SUPPORT</b>		<b>Strongly Disagree</b>					<b>Strongly Agree</b>
<i>PERSEPSI SOKONGAN ORGANISASI</i>		<i>Sangat Tidak Setuju</i>					<i>Sangat Setuju</i>
1	My organization cares about my opinions. (Organisasi mengambil berat pendapat saya.)	1	2	3	4	5	6
2	My organization really cares about my well-being. (Organisasi amat prihatin tentang keadaan saya.)	1	2	3	4	5	6
3	My organization strongly considers my goals and value. (Organisasi sangat mempertimbangkan matlamat dan nilai saya.)	1	2	3	4	5	6
4	Help is available from my organization when I have problem. (Bantuan boleh didapati dari organisasi bila saya menghadapi masalah.)	1	2	3	4	5	6
5	My organization would forgive an honest mistake on my part. (Organisasi akan memaafkan kesilapan yang tidak disengajakan dari pihak saya.)	1	2	3	4	5	6
6	If given the opportunity, my organization would take advantage of me. (Organisasi akan mengambil kesempatan atas saya, sekiranya diberi peluang.)	1	2	3	4	5	6
7	My organization shows very little concern for me. (Organisasi menunjukkan keprihatinan yang sangat sedikit pada saya.)	1	2	3	4	5	6
8	My organization is willing to help me if I need a special favor. (Organisasi sanggup membantu sekiranya saya memerlukan khidmat khas.)	1	2	3	4	5	6

**Part C: Respondent Demography (Demografi Responden)**

Choose the one that best describes you and please tick ( ✓ ) your response on the provided space. **CHOOSE ONLY ONE OPTION.**

*(Pilih salah satu yang paling boleh menggambarkan anda dan sila tandakan (✓) maklum balas anda di ruang yang disediakan. PILIH SATU PILIHAN SAHAJA.)*

1. Gender (*Jantina*)

☐ Male (*Lelaki*)

☐ Female (*Perempuan*)

2. Age Groups-years (*Umur-tahun*)

☐ 24 years and below (*24 tahun dan ke bawah*)

☐ 25 years - 34 years (*25 tahun - 34 tahun*)

☐ 35 years - 44 years (*35 tahun - 44 tahun*)

☐ 45 years and above (*45 tahun ke atas*)

3. Marital Status (*Status perkahwinan*)

☐ Single (*Bujang*)

☐ Married (*Berkahwin*)

☐ Divorced/ Separated (*Bercerai/ Berpisah*)

☐ Widowed (*Janda/ Duda*)

4. Educational Level (*Tahap Pendidikan*)

☐ Secondary School (*Sekolah Menengah*)/ SPM

☐ STPM/ Matriculation (*Matrikulasi*)/ A-level/ Diploma

☐ Undergraduate Degree (*Ijazah Sarjana Muda*)

☐ Postgraduate Degree (*Ijazah Pascasiswazah*)

5. Work experience at current job position

*(Tempoh berkhidmat di jawatan sekarang)*

☐ Less than 5 years (*Kurang dari 5 tahun*)

☐ 5 years - 10 years (*5 tahun - 10 tahun*)

☐ 11 years - 15 years (*11 tahun - 15 tahun*)

☐ 16 years - 20 years (*16 tahun - 20 tahun*)

☐ More than 21 years (*Lebih daripada 21 tahun*)

6. Work experience at public sector

*(Tempoh berkhidmat di sektor awam)*

☐ Less than 5 years (*Kurang dari 5 tahun*)

☐ 5 years - 10 years (*5 tahun - 10 tahun*)

☐ 11 years - 15 years (*11 tahun - 15 tahun*)

☐ 16 years - 20 years (*16 tahun - 20 tahun*)

☐ More than 21 years (*Lebih daripada 21 tahun*)

THANK YOU FOR YOUR TIME AND COOPERATION

TERIMA KASIH ATAS MASA DAN KERJASAMA ANDA

## APPENDIX B

### FREQUENCIES DISTRIBUTION OF RESPONDENT'S PROFILE

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	19.8	19.8	19.8
	Female	81	80.2	80.2	100.0
	Total	101	100.0	100.0	

#### Age Groups-years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24 years and below	2	2.0	2.0	2.0
	25 years - 34 years	32	31.7	31.7	33.7
	35 years - 44 years	48	47.5	47.5	81.2
	45 years and above	19	18.8	18.8	100.0
	Total	101	100.0	100.0	

#### Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	5	5.0	5.0	5.0
	Married	95	94.1	94.1	99.0
	Widowed	1	1.0	1.0	100.0
	Total	101	100.0	100.0	



### Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary School	31	30.7	30.7	30.7
STPM/ Matriculation/ A-level/ Diploma	57	56.4	56.4	87.1
Undergraduate Degree	13	12.9	12.9	100.0
Total	101	100.0	100.0	

### Work experience at current job position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 years	13	12.9	12.9	12.9
5 years - 10 years	34	33.7	33.7	46.5
11 years - 15 years	29	28.7	28.7	75.2
16 years - 20 years	9	8.9	8.9	84.2
More than 21 years	16	15.8	15.8	100.0
Total	101	100.0	100.0	

### Work experience at public sector

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 years	3	3.0	3.0	3.0
5 years - 10 years	31	30.7	30.7	33.7
11 years - 15 years	35	34.7	34.7	68.3
16 years - 20 years	15	14.9	14.9	83.2
More than 21 years	17	16.8	16.8	100.0
Total	101	100.0	100.0	

## APPENDIX C

### DESCRIPTIVE ANALYSIS

#### Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
W	101	4.5911	0.713	- 0.672	0.240	1.610	0.476
E		4.5347	0.777	- 0.416	0.240	0.228	0.476
B		4.5594	0.714	- 0.404	0.240	-0.112	0.476
S		3.8020	0.806	0.094	0.240	0.325	0.476

W: Work engagement

E: Self-efficacy

B: Proactive behavior

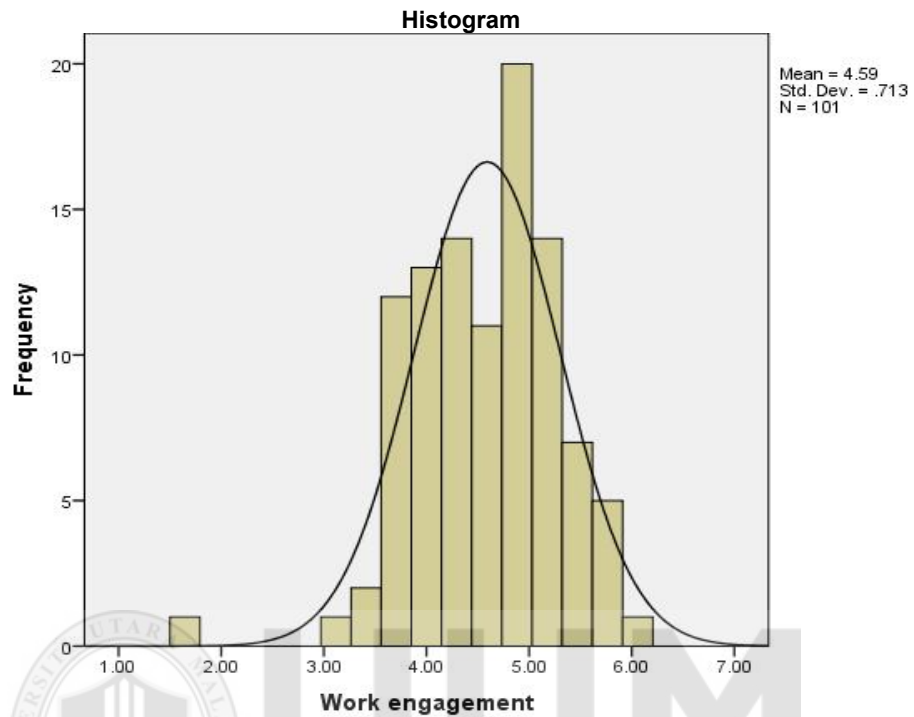
S: Perceived organizational support



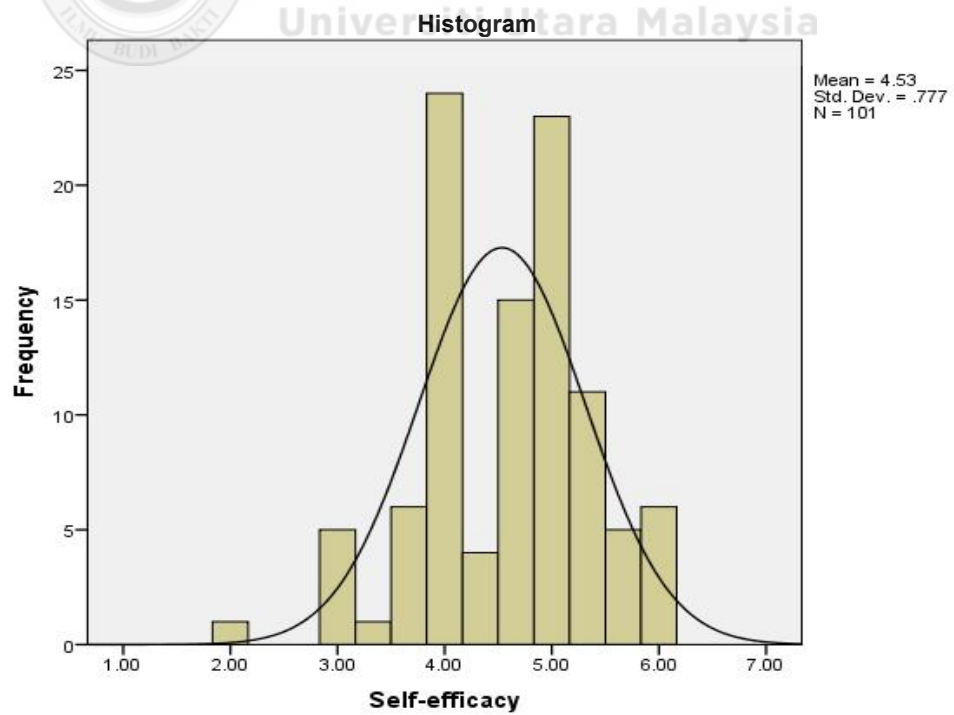
**UUM**  
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## APPENDIX D

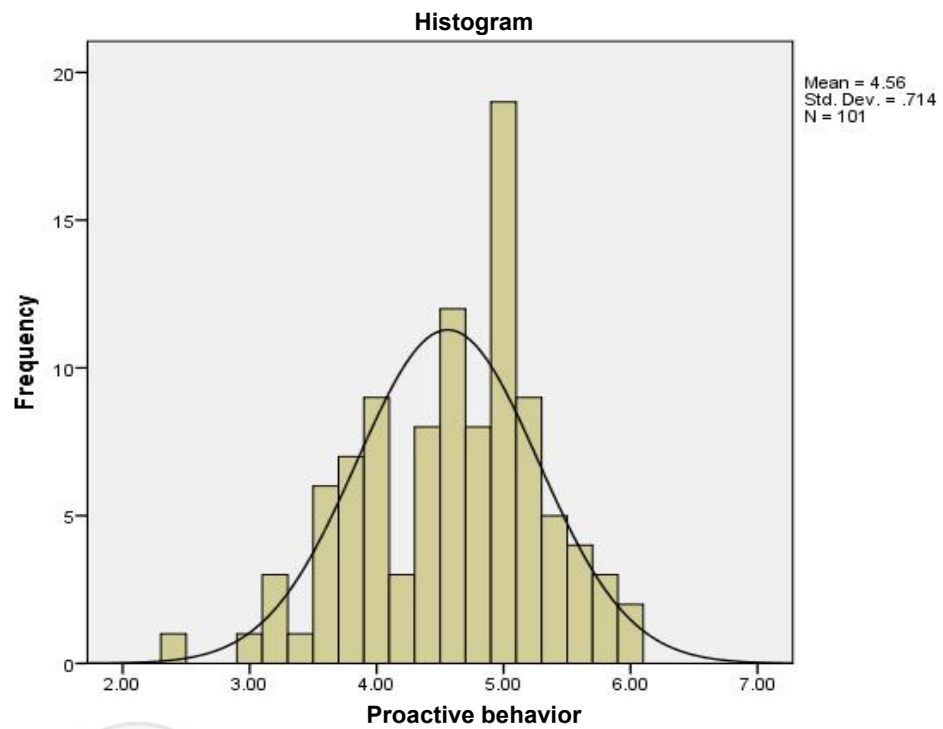
### NORMALITY TEST



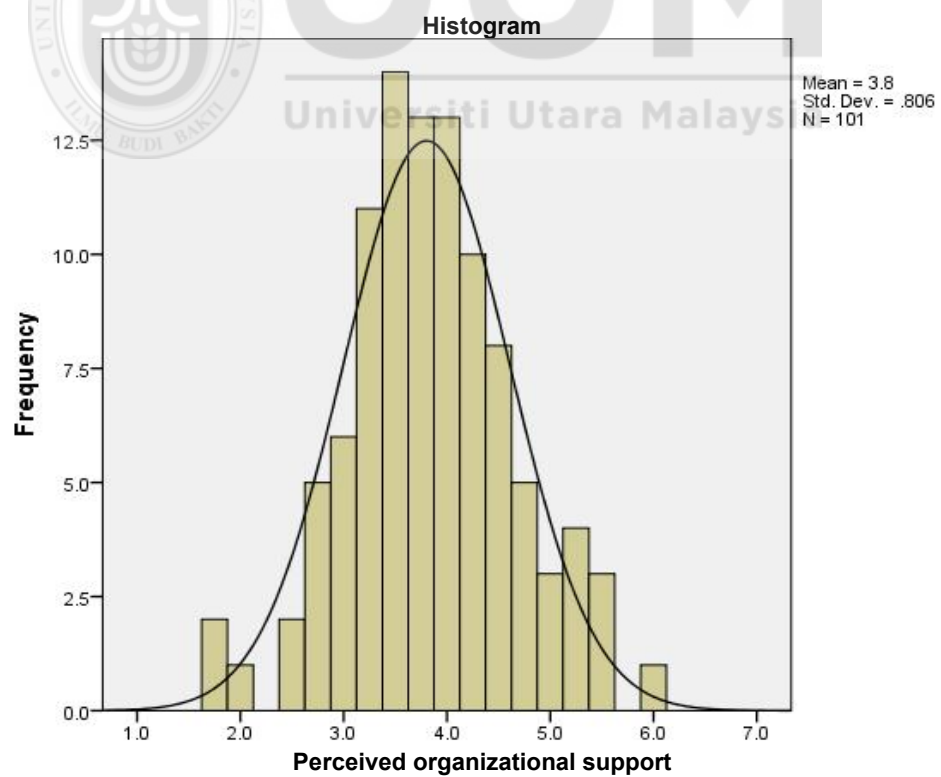
Normality test of work engagement



Normality test of self-efficacy



Normality test of proactive behavior



Normality test of perceived organizational support

## APPENDIX E

### RELIABILITY ANALYSIS

Variable	Cronbach's alpha	No of Item
Work engagement	0.945	17
Self-efficacy	0.942	6
Proactive behavior	0.932	10
Perceived organizational support	0.819	8



**Scale: Work Engagement**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
W1	176.56	647.108	.617	.962
W2	176.40	641.262	.783	.961
W3	176.26	647.573	.562	.962
W4	176.57	639.667	.756	.961
W5	176.50	639.672	.796	.961
W6	177.10	643.430	.502	.963
W7	176.95	636.828	.703	.962
W8	176.84	632.995	.796	.961
W9	176.50	639.932	.790	.961
W10	177.03	637.129	.608	.962
W11	176.46	645.650	.658	.962
W12	176.71	636.347	.785	.961
W13	176.94	642.516	.717	.962
W14	176.48	655.852	.414	.963
W15	176.63	640.674	.662	.962
W16	176.67	649.262	.556	.962
W17	176.90	632.890	.698	.962

**Scale: Self-efficacy**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
E1	176.82	639.668	.749	.961
E2	176.76	642.703	.772	.961
E3	176.77	647.938	.643	.962
E4	176.59	639.804	.741	.961
E5	176.72	637.622	.814	.961
E6	176.72	635.802	.856	.961

**Scale: Proactive Behavior**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B1	176.31	651.615	.648	.962
B2	176.44	646.968	.684	.962
B3	176.42	644.905	.698	.962
B4	176.62	646.157	.630	.962
B5	177.17	639.221	.571	.962
B6	176.72	636.582	.763	.961
B7	177.01	642.950	.702	.962
B8	176.51	645.512	.716	.962
B9	176.74	638.993	.783	.961
B10.	177.14	638.781	.749	.961

**Scale: Perceived Organizational Support**

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S1	177.64	636.452	.621	.962
S2	177.46	640.550	.556	.962
S3	177.54	635.310	.617	.962
S4	177.23	642.858	.533	.962
S5	177.38	643.297	.525	.963
S6	177.52	678.412	-.068	.966
S7	177.51	674.332	-.009	.966
S8	177.44	648.568	.456	.963





## APPENDIX F

### PEARSON CORRELATION ANALYSIS

#### Correlations

		Work engagement	Self- efficacy	Proactive behavior	Perceived organizational support
Work engagement	Pearson Correlation	1	.836**	.797**	.412**
	Sig. (2-tailed)		.000	.000	.000
	N	101	101	101	101
Self-efficacy	Pearson Correlation	.836**	1	.746**	.436**
	Sig. (2-tailed)	.000		.000	.000
	N	101	101	101	101
Proactive behavior	Pearson Correlation	.797**	.746**	1	.453**
	Sig. (2-tailed)	.000	.000		.000
	N	101	101	101	101
Perceived organization al support	Pearson Correlation	.412**	.436**	.453**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	101	101	101	101

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## APPENDIX G

### MULTIPLE REGRESSION ANALYSIS

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.552	.241		2.290	.024
Self-efficacy	.501	.068	.547	7.327	.000
Proactive behavior	.390	.075	.390	5.183	.000
Perceived organizational support	-.003	.049	-.003	-.052	.959

a. Dependent Variable: Work engagement

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 <sup>a</sup>	.767	.760	.34930

a. Predictors: (Constant), Perceived organization support, Self-efficacy, Proactive behavior

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.942	3	12.981	106.389	.000 <sup>b</sup>
Residual	11.835	97	.122		
Total	50.778	100			

a. Dependent Variable: Work engagement

b. Predictors: (Constant), Perceived organization support, Self-efficacy, Proactive behavior

## APPENDIX H

